

AD-A276 772



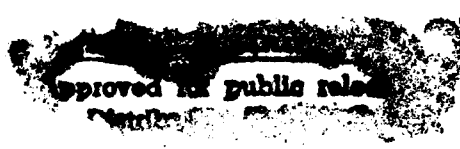
2

1992
Executive Research Project
SP5

Decision Making in the Acquisition Community: Survey and Techniques

Colonel
John J. Petty
U.S. Air Force

Faculty Research Advisor
Mr. John Saunders



The Industrial College of the Armed Forces
National Defense University
Fort McNair, Washington, D.C. 20319-6000

94 3 8 003

94-07658



DTIC QUALITY INSPECTED 8

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE

REPORT DOCUMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION Unclassified			1b. RESTRICTIVE MARKINGS		
2a. SECURITY CLASSIFICATION AUTHORITY N/A			3. DISTRIBUTION/AVAILABILITY OF REPORT Distribution Statement A: Approved for public release; distribution is unlimited.		
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE N/A			5. MONITORING ORGANIZATION REPORT NUMBER(S) Same		
4. PERFORMING ORGANIZATION REPORT NUMBER(S) NDU-ICAF-92- <i>APS</i>			7a. NAME OF MONITORING ORGANIZATION National Defense University		
6a. NAME OF PERFORMING ORGANIZATION Industrial College of the Armed Forces		6b. OFFICE SYMBOL (If applicable) ICAF-FAP		7b. ADDRESS (City, State, and ZIP Code) Fort Lesley J. McNair Washington, D.C. 20319-6000	
6c. ADDRESS (City, State, and ZIP Code) Fort Lesley J. McNair Washington, D.C. 20319-6000		9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER			
8a. NAME OF FUNDING/SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (If applicable)		10. SOURCE OF FUNDING NUMBERS	
8c. ADDRESS (City, State, and ZIP Code)		PROGRAM ELEMENT NO.		PROJECT NO.	TASK NO.
					WORK UNIT ACCESSION NO.
11. TITLE (Include Security Classification) <i>Decision Making in the Acquisition Community: Survey & Techniques</i>					
12. PERSONAL AUTHOR(S) <i>John J. Petty</i>					
13a. TYPE OF REPORT Research		13b. TIME COVERED FROM <i>Aug 91</i> TO <i>Apr 92</i>		14. DATE OF REPORT (Year, Month, Day) April 92	
				15. PAGE COUNT <i>157</i>	
16. SUPPLEMENTARY NOTATION					
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)		
FIELD	GROUP	SUB-GROUP			
19. ABSTRACT (Continue on reverse if necessary and identify by block number) SEE ATTACHED					
20. DISTRIBUTION/AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT. <input type="checkbox"/> DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION Unclassified		
22a. NAME OF RESPONSIBLE INDIVIDUAL Judy Clark			22b. TELEPHONE (Include Area Code) (202) 475-1389		22c. OFFICE SYMBOL ICAF-FAP

INTRODUCTION

During the first semester at the Industrial College of the Armed Forces, all students take a course in decision making. One of the lessons in that course required the study of the many different techniques available to the decision maker in structuring his or her approach to solving a particular problem. I remember completing the readings feeling overwhelmed at the number of techniques available and how few of them I had ever used, or even heard of, in my career to date. I wondered if the decisions I had made using the few methods with which I had become familiar could have been improved if I had used another method or technique, one more suited for that situation. Those musings gave rise to an interest in investigating whether other decision makers felt the same way as I and if they were interested in expanding the decision making tools at their command. These musings resulted in my decision to find the answers to these questions through a survey conducted as part of my research project. The scope of the survey had to be pared down as a matter of practicality. In light of the role that ICAF will assume next year as the provider of the senior acquisition course, I concentrated the survey on acquisition program managers, deputies and program executive officers. Hopefully, ICAF would be able to use the findings from the survey to help structure the decision making course for those members of the acquisition workforce who attend ICAF over the next few years.

By way of overview, in the first part of this paper I describe the design and intent of the survey instrument itself.

Following that, I review the findings and then present the final conclusions drawn from this interesting effort.

QUESTIONNAIRE DESIGN

The survey instrument was designed to cover not only the decision making assessments of program managers (PM) and program executive officers (PEO) but to enable a comparison of preferences according to acquisition experience, military department (service), grade or rank, functional background, and size of program. A copy of the instrument is at appendix one.

Part I of Questionnaire

Part One of the instrument surveys general information about the respondent. Service affiliation is the first item on the survey. The reason is fairly obvious. Each military service approaches acquisition from a slightly different angle. The question is: do these service differences extend to decision making as well? Organization and Location items are included to facilitate future study should one want to review decision making differences between or within a particular acquisition organization.

The Position element, or organizational title, is critical to being able to analyze the responses by the various functions within the acquisition community held by the respondents, e.g. contracting officers, engineers, program control personnel as well as PMs and PEO.

The Grade and Skill items are self evident. The Grade field gives the ability to segment the survey into civilian and military respondents as well as into levels of responsibility.

1992
Executive Research Project
SP5

Decision Making in the Acquisition Community: Survey and Techniques

Colonel
John J. Petty
U.S. Air Force

Faculty Research Advisor
Mr. John Saunders



The Industrial College of the Armed Forces
National Defense University
Fort McNair, Washington, D.C. 20319-6000

Accession For	
NTIS	CRA&I <input checked="" type="checkbox"/>
DTIC	TAB <input type="checkbox"/>
Unannounced <input type="checkbox"/>	
Justification	
By	
Distribution /	
Availability Codes	
Dist	Avail. Code or Special
A-1	

DISCLAIMER

This research report represents the views of the author and does not necessarily reflect the official opinion of the Industrial College of the Armed Forces, the National Defense University, or the Department of Defense.

This document is the property of the United States Government and is not to be reproduced in whole or in part for distribution outside the federal executive branch without permission of the Director of Research and Publications, Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C. 20319-6000.

INTRODUCTION

During the first semester at the Industrial College of the Armed Forces, all students take a course in decision making. One of the lessons in that course required the study of the many different techniques available to the decision maker in structuring his or her approach to solving a particular problem. I remember completing the readings feeling overwhelmed at the number of techniques available and how few of them I had ever used, or even heard of, in my career to date. I wondered if the decisions I had made using the few methods with which I had become familiar could have been improved if I had used another method or technique, one more suited for that situation. Those musings gave rise to an interest in investigating whether other decision makers felt the same way as I and if they were interested in expanding the decision making tools at their command. These musings resulted in my decision to find the answers to these questions through a survey conducted as part of my research project. The scope of the survey had to be pared down as a matter of practicality. In light of the role that ICAF will assume next year as the provider of the senior acquisition course, I concentrated the survey on acquisition program managers, deputies and program executive officers. Hopefully, ICAF would be able to use the findings from the survey to help structure the decision making course for those members of the acquisition workforce who attend ICAF over the next few years.

By way of overview, in the first part of this paper I describe the design and intent of the survey instrument itself.

Following that, I review the findings and then present the final conclusions drawn from this interesting effort.

QUESTIONNAIRE DESIGN

The survey instrument was designed to cover not only the decision making assessments of program managers (PM) and program executive officers (PEO) but to enable a comparison of preferences according to acquisition experience, military department (service), grade or rank, functional background, and size of program. A copy of the instrument is at appendix one.

Part I of Questionnaire

Part One of the instrument surveys general information about the respondent. Service affiliation is the first item on the survey. The reason is fairly obvious. Each military service approaches acquisition from a slightly different angle. The question is: do these service differences extend to decision making as well? Organization and Location items are included to facilitate future study should one want to review decision making differences between or within a particular acquisition organization.

The Position element, or organizational title, is critical to being able to analyze the responses by the various functions within the acquisition community held by the respondents, e.g. contracting officers, engineers, program control personnel as well as PMs and PEO.

The Grade and Skill items are self evident. The Grade field gives the ability to segment the survey into civilian and military respondents as well as into levels of responsibility.

The Skill Identifier was included in case the entries in the position element were not precise enough for an automated query routine. If skill codes were available, then an analysis of decision making preferences by skill group could be conducted.

The next field required the respondents to identify the total program cost (research and development as well as procurement funds) over all the years the system is in production. The four categories were \$1 Million, \$10 Million, \$100 Million and over \$100 Million. As it turned out these values were too low. Almost every response valued their program at over \$100 Million. Consequently, this element did very little to segment the responses for analysis based on size of the program. If a survey of this type is reaccomplished, the top category should be increased to \$100 Billion.

The last field in Part One deals with the overall experience of the respondent. As used in the survey, experience level equates to the number of the different acquisition phases the respondent has gone through previous to the one to which currently assigned. This information allows for correlating decision making requirements and assessments to the experience of the respondent. The inclusion of this field also provides for a later opportunity for relating decision making aspects to particular acquisition phases.

Part II of Questionnaire

This part constitutes the heart of the questionnaire. Question one requires the respondent to assess the quality of the decision of his or her subordinate(s). The question asks for the

assessment to be made on the basis of timeliness and creativity. The ratings are Poor, Fair, Good and Excellent. The second question is identical to the first with the exception that, in this case, the respondent assesses the quality of his or her own decisions.

The next section is designed to determine what the respondent considers to be the major problem with the decisions which they and their subordinates make. Six problem areas are listed to help the respondent begin to identify impediments.

- (1) Not enough time
- (2) Lack of credible information
- (3) Lack of truly innovative approaches/courses of action
- (4) Lack of confidence in the accuracy of the decision
- (5) Poor acceptability of decision by superiors
- (6) Difficulty achieving consensus or support

An "Other:" category was provided to capture those additional impediments experienced by the respondents which were not included in any of the choices listed.

The fourth question attempts to determine which phase of the problem solving/decision making process is the most difficult: Problem Definition, Alternative Generation, Evaluation, Selection or Implementation. This question was included so that if a decision support system was generally thought to be beneficial, the developers of the system could concentrate their efforts on the part of the process in which acquisition executives were having the most trouble. The five phases of problem solving used in the survey were taken from Van Grundy's book on decision making techniques.¹ Each phase was to be scored with a number

ranging anywhere from "5", most difficult, to "1", least difficult, depending on the degree of difficulty typically encountered in that phase compared to the others.

The fifth question was designed to locate which of the functional areas within a normal program manager office needed the most improvement in the quality of its decisions or in its decision making process. The survey listed these five functional areas for evaluation:

Engineering

Contracting

Program Control

Logistics

Administration

As in some of the other questions, this one also included an "Other" option in the event some of the program offices were organized differently or either the respondents wanted to comment on decisional weaknesses noted in supporting offices outside their direct responsibility.

Question six marks a major change in the direction of questioning. The previous questions were designed to determine the quality of decision making within acquisition offices and to locate and prioritize the decision phases and functional offices where improvement was deemed most needed. The next three questions (six through eight) are aimed at assessing the utility and acceptance of a decision support system.

Question six asks respondents to say whether or not having a greater range of decision making techniques would enable them to improve the quality of their decisions. The idea behind this

question is to test the hypothesis that decision makers in the acquisition community were not satisfied with the decision tools they brought with them from other programs or found available at their current one. If the respondent answered "Yes" to this question then he or she was to go to the next question.

Those answering question seven have already indicated that they believe that a greater number of candidate decision making techniques to choose from when facing a problem would improve the quality of their decisions. The question now is how much of an improvement would they expect to gain from having this expanded array of techniques available at hand. The options to choose from in answering this question are: Significant, Marginal or None. This question, necessarily hypothetical, was included to give future decision support system developers a sense of potential benefits that the various groups within the acquisition community would gain from their product. This way, the development of a decision support system could be tailored to benefit the segment that seemed to need the system, to want it most and to be able to derive the greatest payback from it.

The last of the utility related questions, question eight, asks the respondent to indicate their assessment of the utility of an automated decision support system that would help them structure their decision making process. The choices here are: Very, Moderately, Slightly and None. If there is a large show of support for this type of system, then work could begin on defining such a system around the demographics and preferences identified by the survey. A possible coalescence of this effort and the Defense Systems Management College's development of the

Program Managers Support System could be envisioned in the next few years.

The questionnaire concludes with a opportunity for the respondents to provide a overview of the decision making techniques they have used and how often they used them. The techniques were arrayed by problem solving phases and ranged from the tried and true methods such as Pro/Con to the esoteric techniques of Nonlogical Stimuli and Free Association. The primary reason for including this question was to measure the level of sophistication in decision making of the respondents. If the majority of decision makers surveyed reported that they were already using all the techniques yet responded that they believed there was room for significant improvement in their office's decision making process, then one would be led to conclude that additional techniques would not be the answer we are looking for here.

The questionnaire includes a Comment section to capture those ideas and suggestions that respondents felt inclined to provide. The section was included primarily to conform to good survey practice. I did not actually anticipate that the section would be used often. As it turned out, I was very mistaken. More than half the respondents included comments, some very lengthy and impassioned. It seems as if decision making and automated decision support systems is of real interest to those in the acquisition community.

SURVEY RESULTS

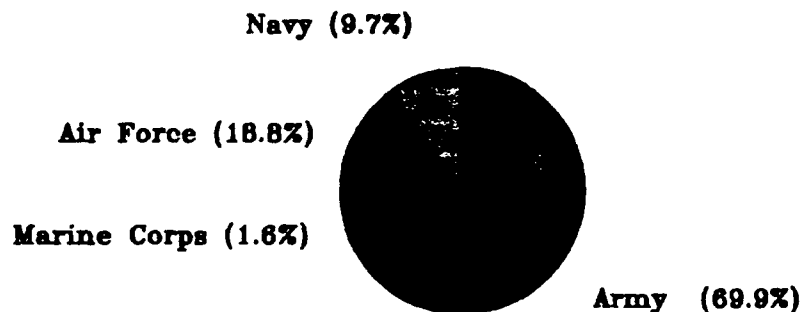
Demographics of Survey Respondents

The mailing list which I used to address the survey was provided by the Defense Systems Management College's Department of Research. The list is included at Appendix Two. I used only 840 of the 1157 individual organizational addresses contained on the list. These 840 addresses were taken exclusively and exhaustively from the PEO (Program Executive Officer), the PM (Program Manager), the PROCEN (Procurement Center) and the SYSCOMS (System Commands) categories of the mailing list. At the time of this analysis, I had received 331 survey replies. One hundred and forty five to these replies came from program office staff members officers. These replies were not included in the database since my target group was limited to program managers, their deputies, and PEOs. So I ended up building the survey database and drawing my conclusions on the basis of the responses provided by the 186 PMs, DPMS or PEOs.

Breakout by Service. As you can see from the figure below,

Survey Responses by Service

Figure 1

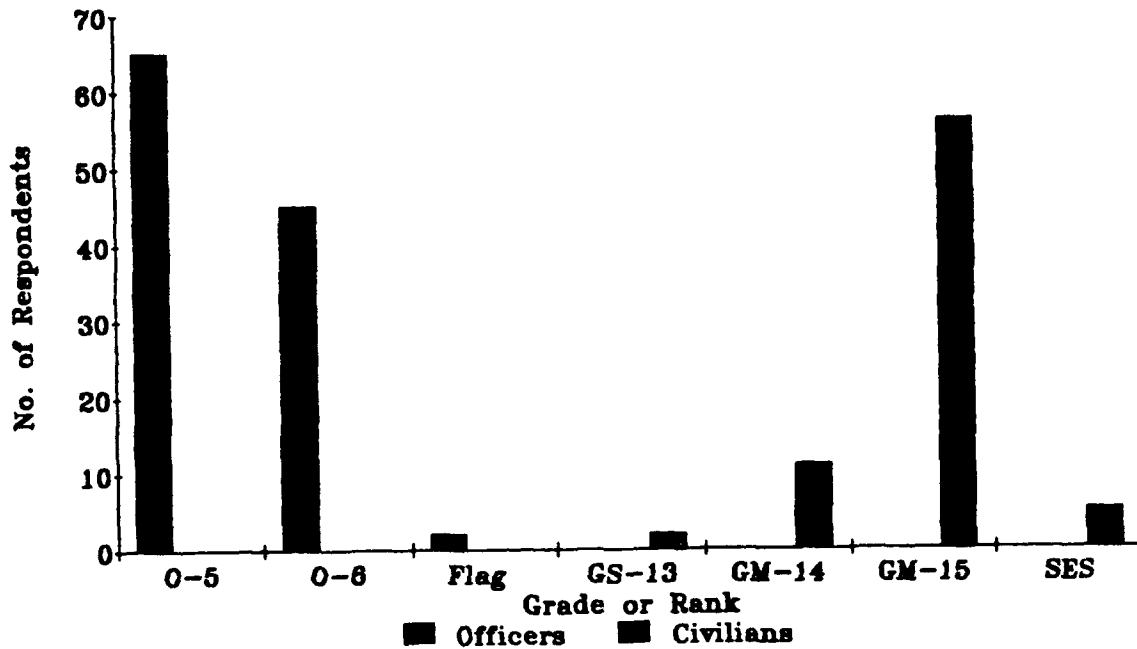


almost 70% where from the Army, many of which were from the

numerous, small project offices at Fort Monmouth and the Redstone Arsenal. This percentage coincides with the proportion of Army addresses on the mailing list. However, it does not coincide with the relative size of the Army's acquisition budget vice those of its sister services. Afraid that this lopsided representation might skew the results to the point that conclusions and generalizations drawn from the survey would be invalid, I chose one question to see if the individual service distributions of responses generally matched to that of the total populations. The question I used as my test case was the assessment of the quality of the respondents own decision making results. The distribution for the individual services evidenced the same 3-to-1 ratio of Good decision makers to Excellent decision makers as will be shown in Figure 6 for the population total. Thus, I judged that it was safe to conclude that the distributions for the other questions would generally conform to this same pattern and would thereby permit us to draw valid conclusions from the trends found in the aggregate populations. The following charts which contain service breakouts also generally support this assumption.

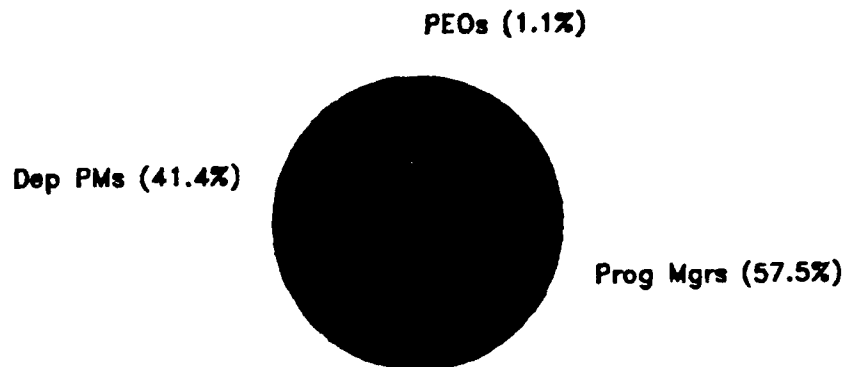
Breakout of the Military/Civilian Mix by Grade. The figure below shows the military/civilian mix (112 military/74 civilians) by grade.

Population by Grade or Rank
Figure 2



Breakout by Position. One hundred and seven replies were from PMs, 77 were from DPMs and 2 were from PEOs.

Population by Position
Figure 3

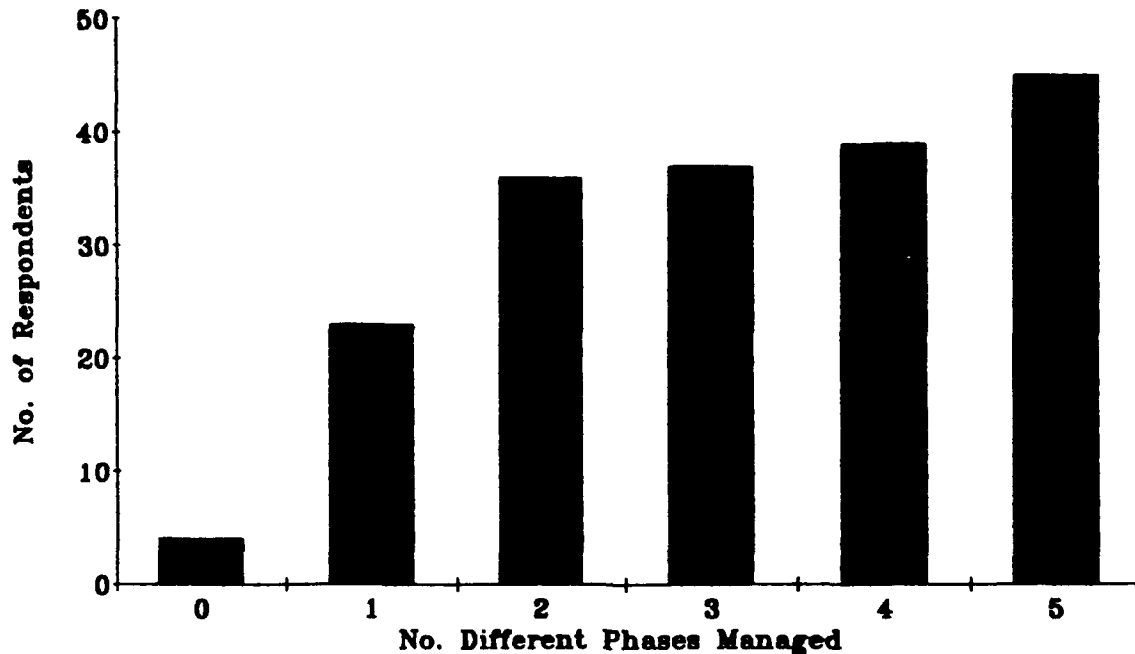


The 77 DPMS correlates well with 74 civilian replies and indicates that the vast majority of the civilian respondents are DPMS, as would be expected. The two PEOs were Air Force flag officers.

Breakout on the Basis of Program Budget. This field was included so I could make a correlation, if any existed, between the size of the program managed and the program office's decision making requirements. As mentioned previously, I set the dollar value of the choices in the survey much too low; the range in the survey being from between \$1 million to \$100 Million. As a result, all but a few of the responses indicated that their program has a total procurement and R&D budget in excess of \$100 Million. Thus almost everyone ended up in the top block; giving me no way to discriminate between them on the basis of program value. Should someone have an interest in redoing the survey, this field should be changed to include a top category of: Greater than or equal to \$100 Billion.

Level of Experience. This last of the general background information questions attempts to determine the breadth of experience of the respondents. The thought being that if the respondents were new program managers whose previous experience had been limited to working in only one or two phases of the acquisition process, then they might have a tendency to be less confident in their own decision making abilities and thus rely more on a decision support tool or technique. As is shown in the next figure, the workforce sampled turned out to be professionally mature.

Breadth of Experience
Figure 4



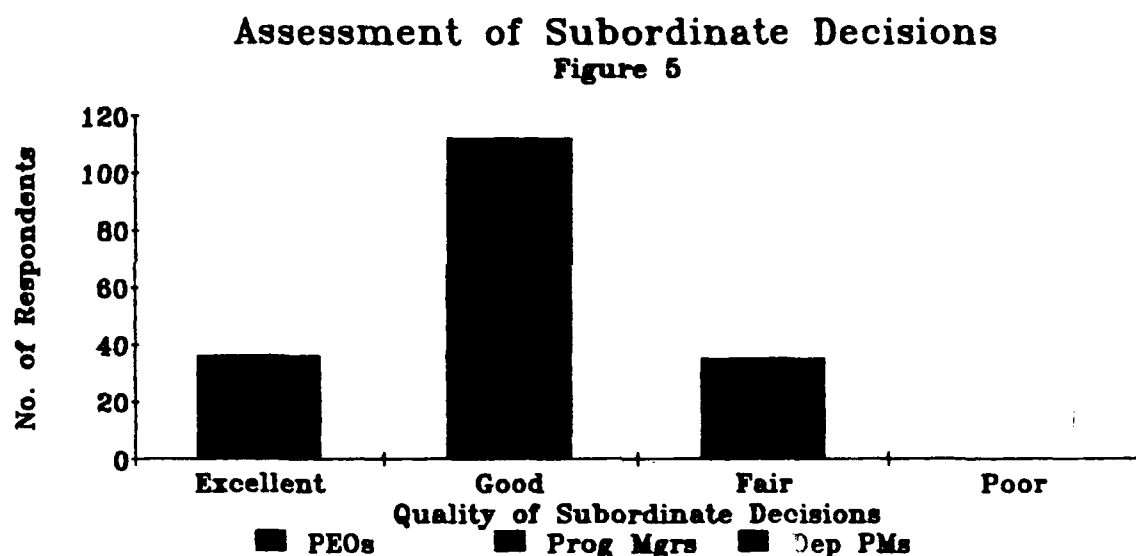
Almost 60% of the respondents had previous experience in three or more different phases and the largest single group had gone through all five of the phases prior to their current assigned program. One would assume that, since this is the case, the surveyed population, as a whole, would tend to be less dependent on a support tool and thus be inclined to minimize its value to them.

Decision Making Assessments

With this section, we come to the heart of the research itself. We will investigate what the principal players in the acquisition community think regarding the quality of their own and their subordinates decision making process, what acquisition phase is most troublesome to them, what functional area would benefit most from improvements in decision making and, lastly,

what they believe to be the utility and acceptability of an automated decision support system. The answers to this question should provide system developers clear direction to take in pursuing a decision support tool for the acquisition principals.

Subordinate Decision Quality. In this question the respondents were asked to rate the quality of their subordinates decisions. The categories were: Excellent, Good, Fair and Poor. The distribution across the surveyed population is contained in Figure 5.

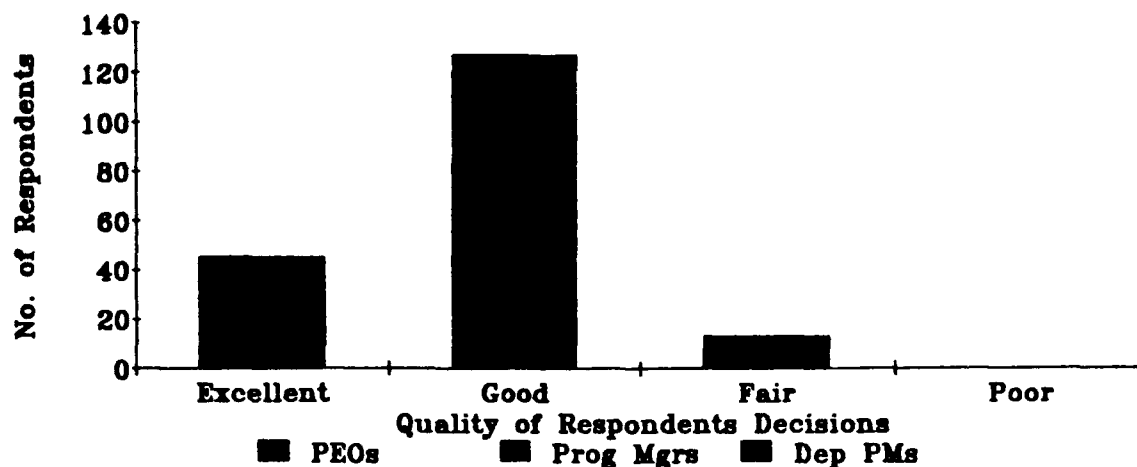


Self-Assessment of Decision Quality. The self-assessment is structured exactly like the question on subordinate decision quality except that the respondent now assesses the quality of his or her own decisions. As could have been anticipated, the principals consider their own decisions better than those of their subordinates. Possibly the most interesting aspect of the responses is how closely the principals equate the quality of their own decisions to those of their subordinates, i.e., that

the margin of superiority is not any greater than indicated.

Self Assessed Decision Quality

Figure 6

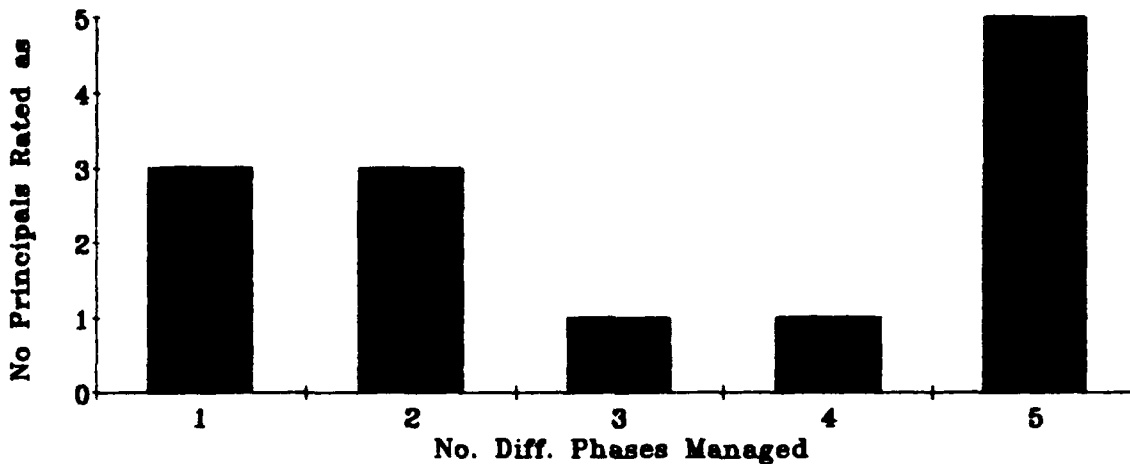


The respondents show a solid sense of satisfaction with their decision making abilities and processes. Room for improvement? Yes, as indicated by some who rated their decisions and others as only FAIR in quality. But, there are just as many who say that the process yields "Excellent" results. One would imagine these as being very resistant to attempts to improve or fix something that, in their minds, is not broken in the least.

Relationship of Experience with Decision Quality. The premise of this analysis was to see if there is any relation between experience and self assessed decision quality. If so, then one would anticipate seeing a relatively high per cent of inexperienced respondents (management experience in two or less different acquisition phases prior to current assignment) rating themselves as Fair. As borne out by Figure 7,

Experience Levels of FAIR D/Makers

Figure 7

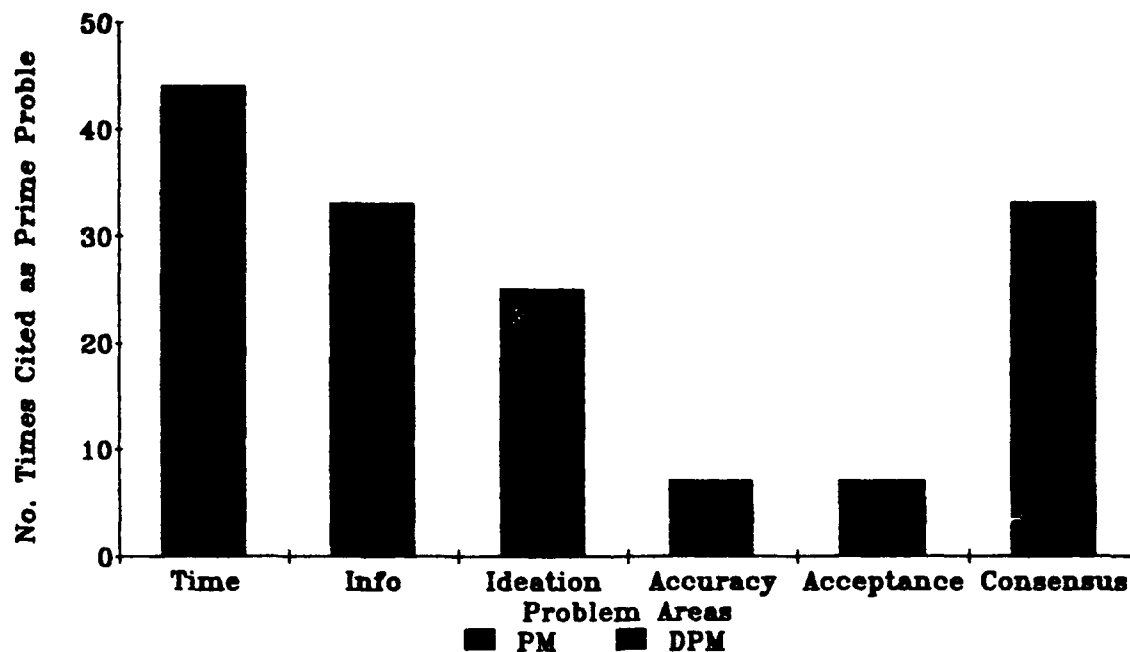


the number of respondents who assessed themselves as being only FAIR decision makers and who had relatively little experience is almost the same as those who had a lot of experience. This unusual bi-modal distribution would seem to frustrate our hypothesis and lead us to conclude that decision making skill may not be highly correlated to previous experience, at least in the case of acquisition principals. The FAIR decision makers were used in this analysis since it is assumed that they would be the most likely segment in our population to benefit from and use a decision support tool or instrument. You might say that these individuals constitute the primary subset of our target group.

Barriers to Making Quality Decisions. Given that the surveys indicate that there is room for improvement in acquisition decisions, the question now is to find out how and where to make the improvements. The following figure details how the principals answered when asked to identify the primary difficulty or barrier to consistently making "Excellent"

decisions. Due to the small sample size of PEOs, the figure focuses on just the PM and DPMs and shows the number of times the particular difficulty is cited as the prime culprit in making quality decisions.

Problems in Making Excellent Decisions
Figure 8



Ideation, as used in the context of this figure, means "Lack of truly innovative approaches/courses of action" as alternatives to select from in solving a problem.

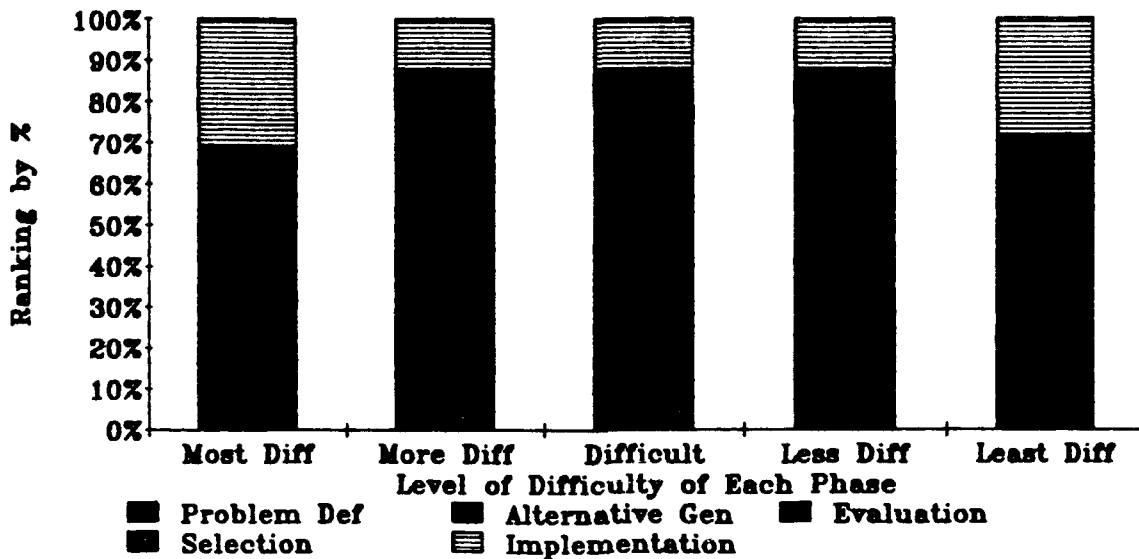
Not surprising, too little time and too little good information are frequently identified as problems by those surveyed. Interestingly enough, though, "consensus" (or lack thereof) is cited almost as often as "time" and "information" as being a major problem in decision making. PMs used an "Other" category 18 times; DPMs, 16. There was no consistent problematic theme identified in those write-ins so I did not incorporate any

of those barriers in the analysis. As for the two PEOs, Time and Ideation where the problem areas they identified.

Relative Difficulty of the Phases of Problem Solving. The previous question instructed us as to what impediments we needed to focus on, now we need to discover which of the decision making/problem solving phase(s) need the most help. The data from the survey suggests that the initial phase, Problem Definition, and the last phase, Implementation, are both the least and most difficult ones. My guess as to why this is so is that for every person who invested the requisite up-front effort to clearly identify the problem and thus found the implementation fairly straight forward, there is one who misjudged the real problem and thus found the implementation step hopelessly ineffectual. It is at these starting and ending points where the real world impinges directly on the decision process. It is at these points that rewards and consequences of good and bad decisions are most directly dealt with. Everything in between is rationalistic abstraction and can be carried on with relative ease. Therefore, from a system development viewpoint, I would take it that improvement design should concentrate on the front and back ends of the decision making process.

Difficulty of Decision Phases

Figure 9



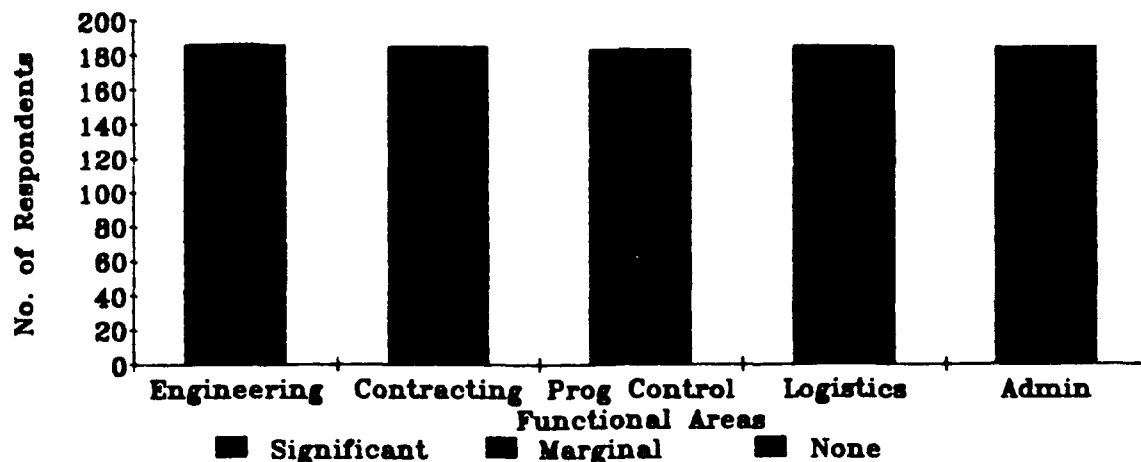
Functional Areas Identified as Needing the Most Improvement.

The last aspect of the acquisition community that we need to analyze in order to determine the direction we go in providing assistance to acquisition decision making process are the various functional components of a program office. Each person surveyed was asked to indicate how much improvement was needed in the engineering, contracting, program control, logistics, and administration functional areas within a program office. The choices were: significant, marginal or none. The distribution of these ratings was fairly uniform across all functional areas. Significant improvement was indicated of being necessary approximately 35% of the time; Marginal improvement, 50%; and None, 15%. Program Managers and Deputies identified the engineering and logistics functions as requiring significant improvement a little more often than the other functions. If you had to prioritize what areas toward which to target any

subsequent decision support system, it would certainly be to these functions.

Functions by Amt. Improvement Required

Figure 10



A blank block was included to capture the data for those functions outside the program office that, according to the respondents experience, was decisionally deficient. In the cases where this blank was filled in, the usual entry was the Legal Office.

Interpolation of Findings. The first conclusion that we can make is that the acquisition principals, for the most part, are at least satisfied with the quality of decision making with their organizations. Room for improvement was indicated, but not with a sense of urgency that would suggest that they thought of this as a major problem area. However, the improvement needed, as slight as it may be, will not, in all cases, come as program managers gain more experience.

The survey results indicate that to maximize the utility of a decision support system in meeting the expressed needs of

acquisition principals, the system would have to, above and beyond all else, help them make decision in a shorter amount of time, help build a greater level of consensus among the decision participants, and assist the decision maker in getting the right amount of relevant and accurate information.

Also, any resulting system should be optimized to help deal with the problems peculiar to the problem definition and implementation phases of decision making.

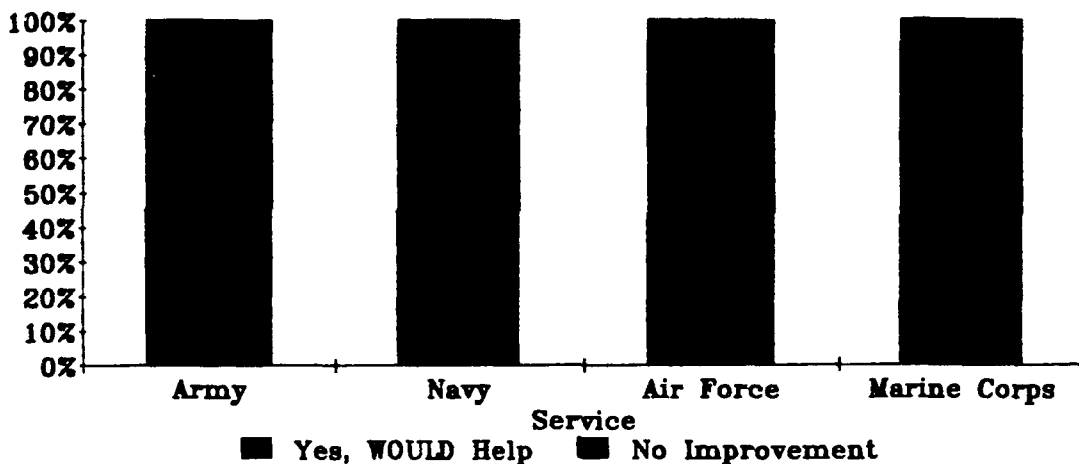
Lastly, the need for improvement is pervasive in that all the functional areas within a program office were cited by around 25 to 30 per cent of the respondents as needing some sort of improvement. However, to maximize near-term benefits, a decision support system should focus on engineer and logistician type of problem sets since these were ranked slightly higher than the other areas in term of needed improvements.

Utility of an Automated Decision Support System

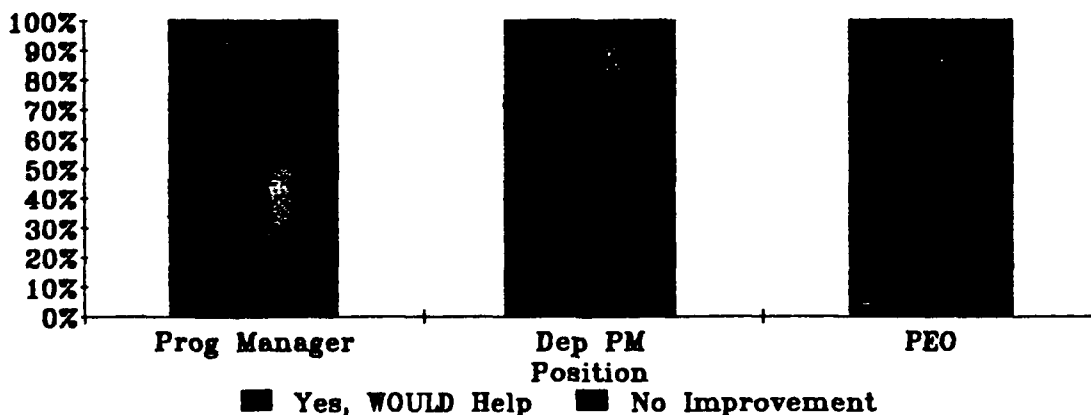
Having acquired a sense of where and to what extent decision making could be improved, the question now is to determine the degree to which the acquisition community sees utility in a decision support system that introduces additional techniques for acquisition principals to incorporate in their problem solving processes. My analysis will break out the responses to the last remaining three questions on the survey by service, by position and by experience. These answers should give us clear direction as to whether there is any cost effective benefit to be derived in developing an automated decision support system.

Utility of Additional Decision Making Techniques. Simply stated, the respondents said whether or not additional techniques would help them make better decisions. A slim majority, 55%, indicated that it would. This same slight majority exists for all services (except for the Marine Corps), positions and experience levels, as shown below. The statistically small Marine Corps sample size (3 responses) limits our ability to draw too strong of an inference from their inputs, but their replies are included, nonetheless, to complete the record.

Improving Decision thru Add. Technique
Figure 11

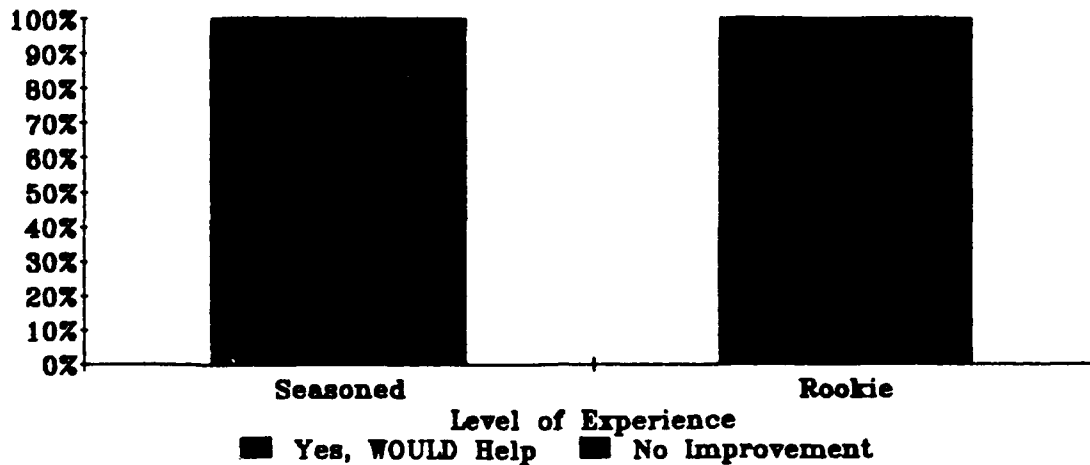


Add. Techniques by Position
Figure 12



Add. Techniques by Experience

Figure 13



In the chart above, "Seasoned" means that the respondent has had experience in three or more different acquisition phases;

"Rookie" means the respondent has had experience in two or less phases.

Consequential Improvements from Additional Techniques.

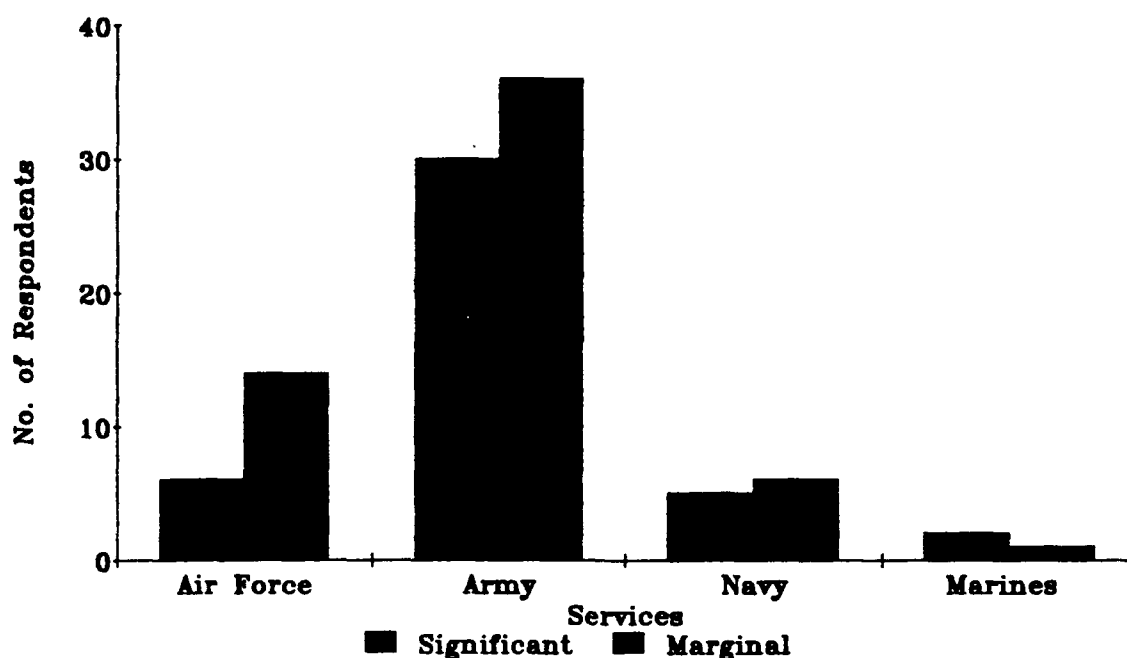
Given that the respondent answered the previous question in the affirmative, the next question asks what amount of improvement he or she would anticipate achieving through the use of new decision making methods. The choices given to the respondents were:

Significant, Marginal and None. The "None" category was included as a logic check on the replies. If a person had indicated in the above question that they felt that having additional decision making techniques available to them would improve the quality of their decisions, then it would be contradictory to say in the next question that they anticipated NO improvement from those additional decision making aids. To the credit of those who answered the survey, no one fell into this trap, raising the

level of credibility of the answers. On an aggregate basis, 42% of the respondents thought that "Significant" improvement could be achieved through enhanced decision methods. The next figure breaks this aggregate measure into its service components. Bear in mind that this figure is based exclusively on the population of those 102 respondents who have already agreed that additional techniques would improve their decisions.

Levels of Anticipated Improvement

Figure 14

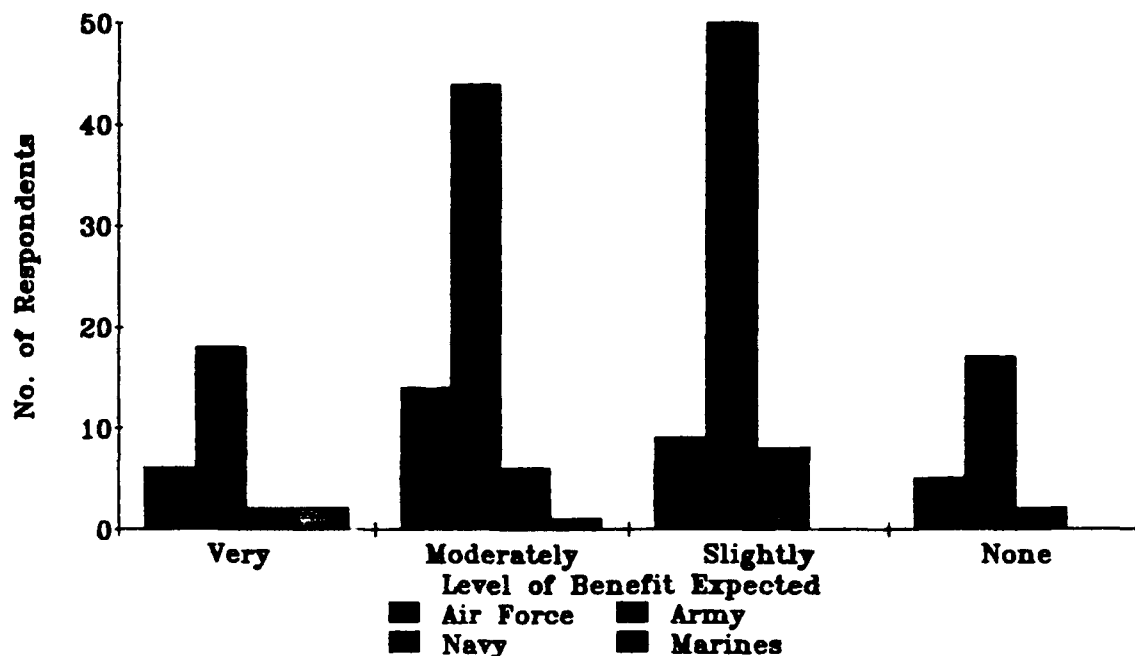


Benefit of a Automated Decision Support System. Lastly, the crucial question for us in terms of systems development. Do the acquisition principals see any utility in having an automated decision support system at their disposal to assist in making acquisition related decision. If so, how much help would they believe it to be: Very (Beneficial), Moderately, Slightly or None. Fifteen per cent of those responding thought an automated approach would be VERY beneficial; 41% believed the proposed

system as MODERATELY helpful, with SLIGHTLY helpful coming in at 35% and NONE at 13%. This last chart shows the results of this question by Service.

Expected Benefit of Decision System

Figure 15



The ambivalence is difficult to interpret. Half the population says that such a system would be at least moderately helpful, while the remaining half believe the advantages would be only slightly beneficial at best.

CONCLUSIONS

The question that launched us into this investigation was whether or not acquisition principals thought that additional decision making methodologies and techniques would help them make higher quality decisions. After sifting through the survey responses I found that, by a very small margin, these executive did believe

that additional techniques would be at least marginally helpful to them. Twenty-two per cent of the population thought that "significant" benefits would be gained by doing so. However, only 15% of the surveyed population believed that having these decision making techniques incorporated into the form of an automated decision support system would be useful. I think those two facts highlight the ambiguity that is discernible throughout the survey: yes, we could do and want to do a better job of making acquisition decisions, we are even open to trying new techniques, but we are more that just a little reluctant to resort to an automated decision support system to help us in that improvement process. Such a system is apparently viewed as a potential threat to the program managers and executive officers control over the program and a waste of time since many PMs decisions are ultimately overturned for political reasons by their headquarters, DoD or Congress. Understandably, they would be resistant to any system so perceived. The comments, which many respondents provided, amplified this concern. Typical of these is this one, made by an Air Force Colonel Program Manager;

"Biggest problem is that Prog Dir(ector) 'Decisions' on important issues always are reviewed. Too central a process. Prog Dir do not have the authority (nor do they accept the responsibility) to make tough decisions. Therefore, formal decision making tools, however accurate, will not be used because the answers will be challenged and changed for reasons external to the process."

Likewise the comments of an Army Lieutenant Colonel Product Manager;

"Product and program managers decision making process is a continuous process that in reality does not lend itself to any automated "expert" system. The process of program management is dynamic, without finite data/alternative. If a system is developed it would only be another very small input to the PMs thought process. Those PMs who might come

to rely heavily on such a system are or will soon lose touch with the "Big Picture".

The aversion to a decision support system seems to come from the fact that most respondents assumed this system to be large, cumbersome and time consuming. A small expert system running on a personal computer that avoided these characteristics just might have a chance at winning the acceptance of this community. Whatever is developed, if anything, must be able to withstand the withering scrutiny of and be immediately beneficial to people who are succeeding in accomplishing what is considered by many as the most complex and demanding management challenge of the 20th Century -- U.S. defense acquisition.

Endnotes

- ¹VanGrundy, Arthur B. Techniques of Structured Problem Solving.
NewYork: Van Nostrand Reinhold Company, 1981.

Appendix One
Survey Questionnaire

**Survey of Decision Making
Environments and Techniques
within Department of Defense Acquisition Organizations**

Part I

Service: _____ Organization: _____

Location: _____

Position: _____

Grade: _____ Skill Identifier: _____
(i.e., Military MOS or AFSC or
Civilian GS/GM Series)

How large is your total program in R&D and production funds?

(Circle one)
Up to \$1 Million \$1 to - \$10 Million \$10 - 100 Million
Over \$100 Million

A. What acquisition phases have you been involved in before?

B. What phase is your program in now?

	A (Before)	B (Now)
1. Concept Exploration and Definition	_____	_____
2. Demonstration and Validation	_____	_____
3. Engineering and Manufacturing Development	_____	_____
4. Production and Deployment	_____	_____
5. Operations and Support	_____	_____

Part II - Questionnaire

1. In terms of timeliness and creativity, what is your assessment of the quality of decisions made by your subordinates? (Circle one)

Poor Fair Good Excellent

2. Again, in terms of timeliness and creativity, what is your assessment of the quality of decisions that you make individually or as part of a group? (Circle one)

Poor Fair Good Excellent

3. The classical problem solving/decision making process is made up of the following phases: (A) analysis and definition of the problem, (B) generation of ideas or alternatives, (C) evaluation of alternatives, (D) selection, (E) implementation. From the standpoint of the many decisions and problems you have dealt with as a program manager, rank these phases in terms of the degree of difficulty each presents for you in the decision making process. Rank the least difficult phase as 1, and so on through to the most difficult phase with a rank of 5.

Problem Definition _____ Alternative Generation _____
 Evaluation _____ Selection _____
 Implementation _____

4. How much improvement in decision making/problem solving do each of these functional areas within, or matrixed to, your program office need? (Circle one per functional area)

Engineering	Significant	Marginal	None
Contracting	Significant	Marginal	None
Program Control	Significant	Marginal	None
Logistics	Significant	Marginal	None
Administration	Significant	Marginal	None
_____	Significant	Marginal	None

5. What is the prime difficulty you face in making most of your major decisions?

- _____ Not enough time
- _____ Lack of credible information
- _____ Lack of truly innovative approaches/courses of action
- _____ Lack of confidence in accuracy of decision
- _____ Poor acceptability of decision by superiors
- _____ Difficulty achieving consensus or support
- _____ Other: _____

6. Do you feel that having at your command a greater range of generally accepted decision making techniques would enable you to improve the quality of your decisions?

Yes _____

No _____

7. If you answered yes to question 6, indicate how much improvement you feel could be made by introducing new decision making techniques into the acquisition community? (Circle one)

Significant

Marginal

None

8. How beneficial would it be for you to have an automated decision making/problem solving expert system available to you as part of your program management support system. The expert system would assist you in structuring your decision making process with a series of prompts leading you from problem identification, through search for alternative courses of action to evaluation and selection?

_____ Very

_____ Moderately

_____ Slightly

_____ None

9. The following are techniques specifically designed for assisting managers in making decisions. Please circle the ones with which you personally have had some experience or familiarity. Across from each technique that you circled, indicate under the Frequency column approximately how often you have used that technique. If weekly, mark WK; if monthly mark MO; if quarterly, mark QT; if yearly, then mark YR. If you use the technique on an ad hoc basis, so indicate.

<u>PHASE</u>	<u>TECHNIQUE</u>	<u>FREQUENCY</u>
--------------	------------------	------------------

Generation of Alternatives

Brainstorming	_____
Checklists	_____
Data Base Management Sys Access	_____
Free Association	_____
Nonlogical Stimuli	_____
Statistics	_____
_____	_____
_____	_____
_____	_____

Evaluation and Selection of Alternatives

Advantage/Disadvantage (Pro/Con)	_____
Cost Benefit Analysis	_____
Decision Balance Sheet	_____
Decision Matrix	_____
Goalstorming	_____
Idea Advocate	_____
Intuition	_____
Linear Programming	_____
Panel Consensus	_____
Reverse Brainstorming	_____
Simulation	_____
Weighting System	_____
_____	_____
_____	_____
_____	_____

Implementing Solutions

PERT	_____
Critical Path Method	_____
_____	_____
_____	_____

10. Please add any general comments you have regarding decision making in the acquisition community and your interest in using a decision support system for problem solving/decision making should one become available.

Please return in the attached envelope by 20 Mar 92. Thanks for your cooperation.

Appendix Two
Mailing List

1-23-92

157

1005 CONG
COM ON ARMED SERVICES
ASPIN- LES
CHAIRMAN
2336 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4901

1006 CONG
AUCOIN- CONGRESSMAN LES
2159 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3701

1097 CONG
BARNHART- JO ANNE
COMMITTEE ON GOVERNMENTAL
AFFAIRS
346 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6254

1106 CONG
BARRETT- ARCHIE D.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1007 CONG
BATEMAN- CONGRESSMAN HERBERT H.
1230 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4601

1008 CONG
COM ON ARMED SERVICES
BENNETT- CHARLES E.
SUBCOMMITTEE ON SEAPOWER
STRATEGIC & CRITICAL MATERIALS
2107 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0903

1009 CONG
BILBRAY- CONGRESSMAN JAMES H.
319 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2801

958 CONG
COM ON ARMED SERVICES
BINGAMAN- CHAIRMAN JEFF
SUBCOMMITTEE ON DEFENSE
INDUSTRY & TECHNOLOGY
524 SENATE HOUSE OFFICE BLDG
WASHINGTON, DC 20510-3102

1010 CONG
BLAZ- CONGRESSMAN BEN
1130 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-5301

959 CONG
BOND- SENATOR CHRISTOPHER (KIT)
293 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2503

960 CONG
BOSCHWITZ- SENATOR RUDY
506 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-2302

1011 CONG
BOXER- CONGRESSWOMAN BARBARA
307 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0506

1012 CONG
BRENNAN- CONGRESSMAN JOSEPH E.
1428 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-1901

1013 CONG
BROOKS- CONGRESSMAN JACK
2449 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4309

1014 CONG
BROWDER- CONGRESSMAN GLEN
1630 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-0103

961 CONG
BUMPERS- SENATOR DALE
229 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-0401

1095 CONG
BURTON- GEARY
COMMITTEE ON ARMED SERVICES
228 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-6050

1015 CONG
BUSTAMANTE- CONGRESSMAN ALBERT G.
1116 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4323

962 CONG
BYRD- SENATOR ROBERT C.
311 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-4801

1016 CONG
COM ON ARMED SERVICES
BYRON- BEVERLY B.
SUBCOMMITTEE ON MILITARY
PERSONNEL & COMPENSATION
2430 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2006

1098 CONG
COAKLEY- ROBERT
COMMITTEE ON GOVERNMENTAL
AFFAIRS
340 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6250

963 CONG
COATS- SENATOR DAN
411 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-1403

964 CONG
COCHRAN- SENATOR THAD
326 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2402

1108 CONG
COFER- WILLISTON B. JR.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

965 CONG
COHEN- SENATOR WILLIAM S.
322 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1901

1017 CONG
CONYERS- JOHN JR.
CHAIRMAN, COMMITTEE ON
GOVERNMENT OPERATIONS
2426 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2201

1018 CONG
COURTER- CONGRESSMAN JIM
2422 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3012

966 CONG
D'AMATO- SENATOR ALFONSO M.
320 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3202

1090 CONG
D'AMATO- C. RICHARD
SUBCOMMITTEE ON DEFENSE
119 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6028

1019 CONG
DARDEN- CONGRESSMAN GEORGE (BUDDY)
228 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1007

1020 CONG
DAVIS- CONGRESSMAN ROBERT W.
2417 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2211

1100 CONG
DAVIS,- DELACROIX III
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6018

967 CONG
DECONCINI- SENATOR DENNIS
328 HART SENATE OFFICE BLDG
Washington, DC 20510-0302

1104 CONG
DELEON- RUDY F.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1021 CONG
COM ON ARMED SERVICES
DELLUMS- RONALD V.
CHAIRMAN, SUBCOMMITTEE ON
RESEARCH & DEVELOPMENT
2136 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0500

1113 CONG
DENMAN- JULIA
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1022 CONG
DICKINSON- CONGRESSMAN WILLIAM L.
2406 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0102

1023 CONG
DICKS- CONGRESSMAN NORMAN D.
2429 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4706

968 CONG
COM ON ARMED SERVICES
DIXON- CHAIRMAN ALAN J.
SUBCOMMITTEE ON READINESS
SUSTAINABILITY & SUPPORT
331 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1301

1024 CONG
DIXON- CONGRESSMAN JULIAN C.
2400 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0528

1025 CONG
DORNAN- CONGRESSMAN ROBERT K.
301 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0538

1026 CONG
DYSON- CONGRESSMAN ROY P.
326 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2001

1027 CONG
ENGLISH- CONGRESSMAN GLENN
2206 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3606

1028 CONG
ERDREICH- CONGRESSMAN BEN
439 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0106

1029 CONG
EVANS- CONGRESSMAN LANE
328 CANNON HOUSE OFFICE BLDG
Washington, DC 20515-1317

969 CONG
COM ON ARMED SERVICES
EXON- CHAIRMAN J. JAMES
SUBCOMMITTEE ON STRATEGIC
FORCES & NUCLEAR DETERRENCE
330 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-2702

1030 CONG
FOGLIETTA- CONGRESSMAN THOMAS M.
231 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3801

1112 CONG
GARMAN- KATHY
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

970 CONG
GARN- SENATOR JAKE
505 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-4401

1031 CONG
GINGRICH- CONGRESSMAN NEWT
2438 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1006

971 CONG
GLENN- JOHN
CHAIRMAN, COMMITTEE ON
GOVERNMENTAL AFFAIRS
503 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3501

972 CONG
GORE, - SENATOR ALBERT JR
393 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4202

973 CONG
GORTON- SENATOR SLADE
730 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-4701

974 CONG
GRASSLEY- SENATOR CHARLES E.
135 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1501

1074 CONG
HAMRE- JOHN J.
COMMITTEE ON ARMED SERVICES
228 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-6050

1032 CONG
HANSEN- CONGRESSMAN JAMES V.
2421 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4401

975 CONG
HARKIN- SENATOR TOM
316 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1502

976 CONG
HATCH- SENATOR ORRIN G.
135 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4402

1033 CONG
HEFLEY- CONGRESSMAN JOEL
222 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0605

1034 CONG
HEFNER- CONGRESSMAN W.G. (BILL)
2161 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3303

977 CONG
HEINZ- SENATOR JOHN
277 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-3801

1035 CONG
HERTEL- CONGRESSMAN DENNIS M.
2442 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2214

1036 CONG
HOCHBRUECKNER- CONGRESSMAN GEORGE J.
124 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3201

978 CONG
HOLLINGS- SENATOR ERNEST F.
125 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4002

1037 CONG
HOPKINS- CONGRESSMAN LARRY J.
2437 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1706

1038 CONG
HORTON- CONGRESSMAN FRANK
2108 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3229

1091 CONG
HOUY- CHARLES J.
SUBCOMMITTEE ON DEFENSE
119 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6028

1039 CONG
HUNTER- CONGRESSMAN DUNCAN L.
133 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0545

1040 CONG
COM ON ARMED SERVICES
HUTTO- EARL
CHAIRMAN
SUBCOMMITTEE ON READINESS
2435 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0901

979 CONG
INOUE- DANIEL K. CHAIRMAN,
SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
722 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1102

1041 CONG
IRELAND- CONGRESSMAN ANDY
2416 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0910

980 CONG
JOHNSTON- SENATOR J. BENNETT
136 HART SENATE OFFICE BLDG.
WASHINGTON, DC 20510-1802

1042 CONG
KASICH- CONGRESSMAN JOHN R.
1133 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3512

981 CONG
KASTEN- SENATOR ROBERT W. JR.
110 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-4902

982 CONG
COM ON ARMED SERVICES
KENNEDY- EDWARD M. CHAIRMAN,
SUBCOMMITTEE ON PROJECTION
FORCES & REGIONAL DEFENSE
315 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2101

1103 CONG
KILIAN- DAVID
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6013

1043 CONG
KLECZKA- CONGRESSMAN GERALD D.
226 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4904

983 CONG
KOHL- SENATOR HERB
702 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-4903

1044 CONG
KYL- CONGRESSMAN JON
313 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0304

1045 CONG
LAFALCE- CONGRESSMAN JOHN J.
2367 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3232

1046 CONG
LANCASTER- CONGRESSMAN H. MARTIN
1417 LONGWORTH HOUSE OFFICE RG
WASHINGTON, DC 20515-3303

984 CONG
LAUTENBERG- SENATOR FRANK R.
717 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3002

985 CONG
LEAHY- SENATOR PATRICK J.
433 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4502

1047 CONG
COM ON ARMED SERVICES
LEATH- MARVIN
CHAIRMAN, SUBCOMMITTEE ON
MORALE, WELFARE & RECREA PANEL
336 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4311

1092 CONG
LENNON- PETER D.
SUBCOMMITTEE ON DEFENSE
119 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6028

986 CONG
COM ON ARMED SERVICES
LEVIN- CARL CHAIRMAN,
SUBCOMMITTEE ON CONVENTIONAL
FORCES & ALLIANCE DEFENSE
459 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2202

987 CONG
LIEBERMAN-- SENATOR JOSEPH L.
502 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-0703

1048 CONG
LIVINGSTON-- CONGRESSMAN BOB
2412 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1801

1049 CONG
LLOYD-- CONGRESSWOMAN MARILYN
2266 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4203

988 CONG
LOTT-- SENATOR TRENT
487 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2403

1050 CONG
MACHTLEY-- CONGRESSMAN RON
1123 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20510-3901

1051 CONG
MARTIN-- CONGRESSMAN DAVID O'B.
442 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3226

1052 CONG
COM ON ARMED SERVICES
MAVROULES-- NICHOLAS
CHAIRMAN, SUBCOMMITTEE ON
INVESTIGATIONS
2432 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2106

989 CONG
MCCAIN-- SENATOR JOHN
111 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-0303

1053 CONG
MCCANDLESS-- CONGRESSMAN AL
435 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0537

1054 CONG
MCCLOSKEY-- CONGRESSMAN FRANK
127 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1408

990 CONG
MCCLURE-- SENATOR JAMES A.
309 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1201

1055 CONG
MCCRERY- CONGRESSMAN JIM
429 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1804

1056 CONG
MCCURDY- CONGRESSMAN DAVE
2344 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3604

1057 CONG
MCDADE- CONGRESSMAN JOSEPH M.
2370 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3810

1058 CONG
MCNULTY- CONGRESSMAN MICHAEL R.
1431 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-3223

1059 CONG
MILLER- CONGRESSMAN CLARENCE E.
2300 RAYBURN HOUSE OFFICE BLDG.
WASHINGTON, DC 20510-3510

1060 CONG
MONTGOMERY- CONGRESSMAN G.V. (SONNY)
2184 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2403

1061 CONG
COM ON APPROPRIATIONS
MURTHA- JOHN F.
CHAIRMAN, SUBCOMMITTEE ON
DEFENSE
2423 RAYBURN HOUSE OFFICE BLDG
Washington, DC 20510-3812

1062 CONG
NEAL- CONGRESSMAN STEPHEN L.
2463 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3305

1109 CONG
NECESSARY- DOUGLAS H.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

991 CONG
NICKLES- SENATOR DON
713 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3602

992 CONG
COM ON ARMED SERVICES
NUNN- SAM
CHAIRMAN,
303 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-1001

1063 CONG
ORTIZ- CONGRESSMAN SOLOMON P.
1524 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4327

1064 CONG
OXLEY- CONGRESSMAN MICHAEL G.
1131 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3504

1101 CONG
PACQUING- JULIE
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6018

1065 CONG
PICKETT- CONGRESSMAN OWEN E.
1204 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4602

1066 CONG
PICKLE- CONGRESSMAN J. J.
242 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4310

1102 CONG
PLASHAL- JOHN G.
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6018

1105 CONG
PRESTON- COLLEEN A.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

993 CONG
PRYOR- SENATOR DAVID
267 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-0402

1093 CONG
PUNARO- ARNOLD L.
COMMITTEE ON ARMED SERVICES
228 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-6050

1107 CONG
RANGEL- ROBERT S.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1067 CONG
RAVENENL,- CONGRESSMAN ARTHUR JR.
508 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4001

1068 CONG
RAY- CONGRESSMAN RICHARD
425 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-1003

1099 CONG
RICHBOURG- DONALD E.
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6018

994 CONG
ROTH- SENATOR WILLIAM V. JR.
104 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-0801

1069 CONG
ROWLAND- CONGRESSMAN JOHN G.
329 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0705

995 CONG
RUDMAN- SENATOR WARREN B.
530 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-2902

1070 CONG
SABO- CONGRESSMAN MARTIN OLAV
2201 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2305

996 CONG
SASSER- SENATOR JIM
393 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4201

1071 CONG
SCHIFF- CONGRESSMAN STEVEN H.
1520 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-3101

1072 CONG
COM ON ARMED SERVICES
SCHROEDER- PATRICIA
CHAIRMAN, SUBCOMMITTEE ON
MIL INSTALLATIONS & FACILITIES
2208 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0601

1110 CONG
SCRIVNER- PETER D.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1073 CONG
SHAYS- CONGRESSMAN CHRISTOPHER
1531 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-0704

997 CONG
SHELBY- SENATOR RICHARD C.
313 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-0103

998 CONG
SIMPSON- SENATOR ALAN K.
261 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-5002

1074 CONG
SISISKY- CONGRESSMAN NORMAN
426 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4604

1075 CONG
SKELTON- CONGRESSMAN IKE
2134 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2504

1111 CONG
SLATKIN- NORA
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

1076 CONG
SMITH- CONGRESSMAN DENNY
1213 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-3705

1077 CONG
SMITH- CONGRESSMAN PETER
1020 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4501

1078 CONG
SMITH- CONGRESSMAN ROBERT C.
115 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2901

999 CONG
SPECTER- SENATOR ARLEN
303 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3802

1079 CONG
SPENCE- CONGRESSMAN FLOYD
2405 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4002

1080 CONG
SPRATT- CONGRESSMAN JOHN N. JR.
1533 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4005

1000 CONG
STEVENS- SENATOR TED
522 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-0201

1081 CONG
STUMP- CONGRESSMAN BOB
211 CANNON HOUSE OFFICE BLDG.
WASHINGTON, DC 20515-0303

1082 CONG
TANNER- CONGRESSMAN JOHN
512 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4208

1083 CONG
TAYLOR- CONGRESSMAN GENE
1429 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-2405

1001 CONG
THURMOND- SENATOR STROM
217 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4001

1084 CONG
TORRES- CONGRESSMAN ESTEBAN EDWARD
1740 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-0534

1085 CONG
VISCLOSKY- CONGRESSMAN PETER J.
420 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20510-1401

1086 CONG
WALKER- CONGRESSMAN ROBERT S.
2445 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20510-3816

1002 CONG
WALLOP- SENATOR MALCOLM
237 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-5001

1076 CONG
WEISS- LEONARD
COMMITTEE ON GOVERNMENTAL
AFFAIRS
340 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6250

1087 CONG
WELDON- CONGRESSMAN CURT
316 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20510-3807

1088 CONG
WILSON- CONGRESSMAN CHARLES
2256 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20510-4302

1003 CONG
WILSON- SENATOR PETE
720 HART SENATE OFFICE BLDG.
WASHINGTON, DC 20510-0502

1004 CONG
WIRTH- SENATOR TIMOTHY F.
380 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-0603

1089 CONG
YOUNG- CONGRESSMAN C.W. BILL
2407 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0908

61 IND
...
PRESIDENT
INST. FOR DEFENSE ANALYSIS
1801 N. BEAUREGARD STREET
ALEXANDRIA, VA 22311

284 IND
AGEE- MR. WILLIAM M.
CHIEF EXECUTIVE OFFICER
MORRISON KNUDSEN CORP.
PO BOX 73
BOISE, ID 83707

266 IND
AKERS- MR. JOHN F.
CHIEF EXECUTIVE OFFICER
INTERNATIONAL BUSINESS MACHINE
OLD ORCHARD ROAD
ARMONK, NY 10504

286 IND
ALEXANDER- MR. NORMAN E.
CHIEF EXECUTIVE OFFICER
SEQUA CORPORATION
200 PARK AVENUE
NEW YORK, NY 10166

1122 IND
ALLEN- MR. ROBERT F.
CHIEF EXECUTIVE OFFICER
AMER TELEPHONE & TELEGRAPH CO.
550 MADISON AVE.
NEW YORK, NY 10022

1121 IND
ARASKOG- MR. RAND V.
CHIEF EXECUTIVE OFFICER
ITT CORP.
320 PARK AVENUE
NEW YORK, NY 10022

1152 IND
ARCHIBALD- MR. NOLAN D.
CHIEF EXECUTIVE OFFICER
THE BLACK & DECKER CORP.
701 E JOPPA ROAD
BALTIMORE, MD 21204

1115 IND
AUGUSTINE-- HONORABLE NORMAN R.
CHIEF EXECUTIVE OFFICER
MARTIN MARIETTA CORP
6801 ROCKLEDGE DRIVE
BETHESDA, MD 20817

1164 IND
BAKER-- MR. JAMES K.
CHIEF EXECUTIVE OFFICER
ARVIN INDUSTRIES, INC.
1531 E. 13TH STREET
COLUMBUS, IN 47201

1154 IND
BANNISTER-- MR. DAN R.
CHIEF EXECUTIVE OFFICER
DYNACORP
2000 EDMUND HALLEY DR.
RESTON, VA 22091

303 IND
BARRETT-- MR. TOM H.
CHIEF EXECUTIVE OFFICER
GOODYEAR TIRE & RUBBER
1144 E. MARKET STREET
AKRON, OH 44316-0001

264 IND
BEALL-- MR. DONALD R.
CHIEF EXECUTIVE OFFICER
ROCKWELL INTERNATIONAL CORP.
2230 E. IMPERIAL HIGHWAY
EL SEGUNDO, CA 90245

1142 IND
BECHTEL-- MR. S. D. JR.
CHIEF EXECUTIVE OFFICER
BECHTEL GROUP, INC.
FIFTY BEALE ST. BOX 3265
SAN FRANCISCO, CA 94119

252 IND
BERNARD-- MS. KATHY VICE PRESIDENT
VERITAY TECHNOLOGY
PO BOX 305
EAST AMHERST, NY 14051-0305

1157 IND
BEYSTER-- MR. J. R.
CHIEF EXECUTIVE OFFICER
SAIC
10260 CAMPUS POINT DRIVE
SAN DIEGO, CA 92121

305 IND
BILZERIAN-- MR. P. A.
CHIEF EXECUTIVE OFFICER
SINGER SEWING MACHINE COMPANY
EIGHT STAMFORD FORUM, BOX 10151
STAMFORD, CT 06904

1118 IND
BLUMENTHAL-- MR. W. MICHAEL
CHIEF EXECUTIVE OFFICER
UNISYS CORPORATION
P.O. BOX 500
BLUE BELL, PA 19424

1150 IND
BOSSIER-- MR. ALBERT L. JR.
CHIEF EXECUTIVE OFFICER
AVONDALE INDUSTRIES, INC.
P.O. BOX 50280
NEW ORLEANS, LA 70150

254 IND
BRANCATI- MR. TOM PRESIDENT
WHITTAKER ELECTRONIC SYSTEMS
PO BOX 8000
1785 VOYAGER AVENUE
SIMI VALLEY, CA 93063-8000

250 IND
CASSIDY- MR. DON VICE PRESIDENT
& CHIEF CONTRACTS OFFICER
HUGHES AIRCRAFT INC.
7200 HUGHES TER., PO BOX 45066
LOS ANGELES, CA 90027

271 IND
CHANDLER- MR. COLBY H.
CHIEF EXECUTIVE OFFICER
EASTMAN KODAK COMPANY
343 STATE STREET
ROCHESTER, NY 14650

1161 IND
COOK- MR. LODWRICK M.
CHIEF EXECUTIVE OFFICER
ATLANTIC RICHFIELD CO.
515 S. FLOWER STREET
LOS ANGELES, CA 90071

1116 IND
DANIELL- MR. ROBERT F.
CHIEF EXECUTIVE OFFICER
UNITED TECHNOLOGIES CORP
UNITED TECHNOLOGIES BUILDING
HARTFORD, CT 06101

259 IND
DEMAYO- MR. PETE VICE PRESIDENT
OF CONTRACTS
MARTIN MARIETTA, INC.
6801 ROCKLEDGE DRIVE
BETHESDA, MD 20817

1158 IND
DERR- MR. KENNETH L.
CHIEF EXECUTIVE OFFICER
CHEVRON CORP.
225 BUSH STREET
SAN FRANCISCO, CA 94104

265 IND
DOLAN- MR. B. F.
CHIEF EXECUTIVE OFFICER
TEXTRON, INC.
40 WESTMINSTER STREET
PROVIDENCE, RI 02903

1155 IND
FISHER- MR. GEORGE
CHIEF EXECUTIVE OFFICER
MOTOROLA, INC.
1303 E. ALGONQUIN RD.
SCHAUMBURG, IL 60196

1136 IND
FITZGERALD- MR. DUANE D.
CHIEF EXECUTIVE OFFICER
BATH IRON WORKS
700 WASHINGTON ST.
BATH, ME 04530

1123 IND
GAMBILL- MR. MALCOLM W.
CHIEF EXECUTIVE OFFICER
HARSCO CORP.
P.O. BOX 8888
CAMP HILL, PA 17011

275
GERO- MR. JAMES F.
CHIEF EXECUTIVE OFFICER
VARO-QUALITY SEMICONDUCTOR
2203 W WALNUT ST PO BOX 461426
GARLAND, TX 75046 IND

1119
GORMAN- MR. JOSEPH L.
CHIEF EXECUTIVE OFFICER
TRW, INC.
1900 RICHMOND ROAD
CLEVELAND, OH 44124 IND

255
GRAY- MR. LARRY PRESIDENT
BENTHOS, INC.
EDGERTON DRIVE
NORTH FALMOUTH, MA 02556 IND

249
HAGGETT- MR. BILL PRESIDENT
BATH IRON WORKS
700 WASHINGTON STREET
BATH, ME 04530 IND

308
HALL- MR. JOHN R.
CHIEF EXECUTIVE OFFICER
ASHLAND OIL, INC.
PO BOX 391
ASHLAND, KY 41114 IND

306
HANLEY- MR. ROBERT
CHIEF EXECUTIVE OFFICER
FEDERAL DATA CORPORATION
4800 HAMPDEN LANE
BETHESDA, MD 20814 IND

253
HART- MR. AL
PRESIDENT SIGNAL & SYSTEMS INC
333 PARK STREET
TROY, NJ 08063 IND

1137
HARTLEY- MR. JOHN T.
CHIEF EXECUTIVE OFFICER
HARRIS CORP.
1025 W. NASE BLVD.
MELBOURNE, FL 32919 IND

1131
HENNESSY, - MR. EDWARD L. JR.
CHIEF EXECUTIVE OFFICER
ALLIED SIGNAL INC
COLUMBIA ROAD & PARK AVE.
MORRISTOWN, NJ 07960 IND

273
HICKEY- MR. FRANK G.
CHIEF EXECUTIVE OFFICER
GENERAL INSTRUMENT CORP.
767 FIFTH AVENUE
NEW YORK, NY 10153 IND

1117
HOCH- MR. ORION L.
CHIEF EXECUTIVE OFFICER
LITTON INDUSTRIES, INC.
360 N. CRESCENT DRIVE
BEVERLY HILLS, CA 90210 IND

251 IND
HODGES- MR. PHILL CONTRACT ADMIN.
MARINE SPECIALTY INC.
HIGHLAND INDUSTRIAL PARK
BOX 3295 - BUILDING 18
EAST CAMDEN, AR 71701

269 IND
HOLLINGSWORTH- MR. DAVID S.
CHIEF EXECUTIVE OFFICER
HERCULES, INC.
1313 NORTH MARKET STREET
WILMINGTON, DE 19894

258 IND
HOLLOWELL- MR. PAUL VICE PRESIDENT,
DEFENSE PRODUCTS
OSHKOSH TRUCK CORPORATION
PO BOX 2566, 2307 OREGON ST.
OSHKOSH, WI 54960-2566

1146 IND
HOOVER- MR. WILLIAM R.
CHIEF EXECUTIVE OFFICER
COMPUTER SCIENCES CORP.
21000 EAST GRAND AVENUE
EL SEGUNDO, CA 90245

1143 IND
JACOBICA- MR. LEE A.
CHIEF EXECUTIVE OFFICER
CHRYSLER CORPORATION
12000 CHRYSLER DRIVE
HIGHLAND PARK, MI 48288

300 IND
JACOBSON- MR. ALLEN F.
CHIEF EXECUTIVE OFFICER
3M
3M CENTER
SAINT PAUL, MN 55101

293 IND
JACOBSON- MR. RALPH
CHIEF EXECUTIVE OFFICER
CHARLES STARK DRAPER LAB.
555 TECHNOLOGY SQUARE
CAMBRIDGE, MA 02139

277 IND
JENNINGS- MR. J. S.
CHIEF EXECUTIVE OFFICER
ROYAL DUTCH PETROLEUM COMPANY
ONE ROCKFELLER PLAZA
NEW YORK, NY 10020

298 IND
JEWELL- MR. ROBERT B.
CHIEF EXECUTIVE OFFICER
THE MASON COMPANY
200 W. VINE
LEXINGTON, KY 40507

1144 IND
JOHNSON- MR. JAMES L.
CHIEF EXECUTIVE OFFICER
GTE CORPORATION
ONE STAMFORD FORUM
STAMFORD, CT 06904

1139 IND
JOHNSTONE- MR. JOHN W.
CHIEF EXECUTIVE OFFICER
OLIN CORPORATION
120 LONG RIDGE RD.
STAMFORD, CT 06904

1129
JUNKINS- MR. JERRY R.
CHIEF EXECUTIVE OFFICER
TEXAS INSTRUMENTS, INC.
P.O. BOX 655474
DALLAS, TX 75265 IND

274
KAMAN- MR. CHARLES H.
CHIEF EXECUTIVE OFFICER
KAMAN CORPORATION
BLUE HILLS AVENUE
BLOOMFIELD, CT 06002 IND

289
KEIFFER- MR. E. GENE
CHIEF EXECUTIVE OFFICER
E-SYSTEMS, INC.
PO BOX 660248
DALLAS, TX 75266 IND

1141
KEIELSEN- MR. JAMES L.
CHIEF EXECUTIVE OFFICER
TENNECO, INC.
P.O. BOX 2155
HOUSTON, TX 77252 IND

292
KEYES- MR. JAMES H.
CHIEF EXECUTIVE OFFICER
JOHNSON CONTROL, INC.
5757 N. GREEN BAY AVE, BOX 521
MILWAUKEE, WI 53201 IND

304
KINNEAR- MR. JAMES W.
CHIEF EXECUTIVE OFFICER
TEXACO, INC.
2000 WESTCHESTER AVE.
WHITE PLAINS, NY 10650 IND

1120
KIRK- MR. ROBERT L.
CHIEF EXECUTIVE OFFICER
THE LTV CORP.
2001 ROSS AVE. BOX 655003
DALLAS, TX 75265 IND

272
KNIGHT- MR. CHARLES F.
CHIEF EXECUTIVE OFFICER
EMERSON ELECTRIC COMPANY
8000 WEST FLORISSANT AVE.
SAINT LOUIS, MO 63136 IND

1132
KRESA- MR. KENT
CHIEF EXECUTIVE OFFICER
NORRIS CORP.
1840 CENTURY PARK, E.
LOS ANGELES, CA 90067 IND

290
KUCHARSKI- MR. JOHN M.
CHIEF EXECUTIVE OFFICER
EG&G, INC.
45 WILLIAM STREET
WELLESLEY, MA 02181 IND

281
LANGSTON- MR. GEORGE C.
CHIEF EXECUTIVE OFFICER
FORSTMANN & COMPANY, INC.
NATHANIEL DRIVE, PO BOX 1049
DUBLIN, GA 31021 IND

1148
LINDNER- MR. CARL
CHIEF EXECUTIVE OFFICER
THE PENN CENTRAL CORPORATION
ONE E. FOURTH STREET
CINCINNATI, OH 45202 IND

1145
LOCKE- MR. CHARLES S.
CHIEF EXECUTIVE OFFICER
MORTON THIOKOL, INC.
110 NORTH WACKER DR.
CHICAGO, IL 60606 IND

285
LOOMIS- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
PHILIPS GLOEILAMPENFABRIEKEN
1313 PRODUCTION ROAD
FORT WAYNE, IN 46808 IND

1130
MALOTT- MR. ROBERT H.
CHIEF EXECUTIVE OFFICER
FMC CORPORATION
200 E. RANDOLPH DRIVE
CHICAGO, IL 60601 IND

302
MANOOGIAN- MR. RICHARD A.
CHIEF EXECUTIVE OFFICER
MASCO INDUSTRIES
200 VAN BORN ROAD
TAYLOR, MI 48180 IND

1127
MAROUS- MR. J. C.
CHIEF EXECUTIVE OFFICER
WESTINGHOUSE ELECTRIC CORP.
6 GATEWAY CTR, WESTINGHOUSE BQ
PITTSBURGH, PA 15222 IND

276
MAXWELL- MR. HANISH
CHIEF EXECUTIVE OFFICER
PHILIP MORRIS COMPANIES, INC.
120 PARK AVENUE
NEW YORK, NY 10017 IND

296
MCBEE, - MR. F. W. JR.
CHIEF EXECUTIVE OFFICER
WESTMARK SYSTEMS, INC.
PO BOX 196
SAN RAMON, CA 94583 IND

260
MCDONNELL- MR. JOHN F.
CHIEF EXECUTIVE OFFICER
MCDONNELL DOUGLAS CORPORATION
PO BOX 516
SAINT LOUIS, MO 63166 IND

1160
MORROW- MR. RICHARD M.
CHIEF EXECUTIVE OFFICER
AMOCO CORPORATION
200 E RANDOLPH DR. BOX 87703
CHICAGO, IL 60680 IND

295
MOSHER- MR. HOWARD
CHIEF EXECUTIVE OFFICER
ROLLS-ROYCE MOTORS, INC.
120 CHUBB AVE.
LYNDHURST, NJ 07071 IND

274 IND
MOSLING- MR. J. P.
CHIEF EXECUTIVE OFFICER
OSHKOSH TRUCK CORPORATION
2307 OREGON STREET
OSHKOSH, WI 54901

1149 IND
MURRAY- MR. ALLEN F.
CHIEF EXECUTIVE OFFICER
MOBIL CORP.
150 E. 42ND STREET
NEW YORK, NY 10017

263 IND
O'BRIEN- MR. JOHN
CHIEF EXECUTIVE OFFICER
GRUMMAN CORPORATION
1111 STEWART AVENUE
BETHPAGE, NY 11714

1134 IND
OLSEN- MR. ERIK D.
CHIEF EXECUTIVE OFFICER
DELTA DENTAL PLAN OF CALIF
100 1ST STREET
SAN FRANCISCO, CA 94105

279 IND
OLSEN- MR. KENNETH H.
CHIEF EXECUTIVE OFFICER
DIGITAL EQUIPMENT CORPORATION
111 POWDERMILL ROAD
MAYNARD, MA 01754

1114 IND
PACE- MR. STANLEY C.
CHIEF EXECUTIVE OFFICER
GENERAL DYNAMICS CORPORATION
PIERRE LACLEDE CENTER
SAINT LOUIS, MO 63105

1153 IND
PAUL- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
THE COASTAL CORP.
NINE GREENWAY PLAZA E.
HOUSTON, TX 77046

297 IND
PEARLMAN- MR. JERRY K.
CHIEF EXECUTIVE OFFICER
ZENITH ELECTRONICS CORPORATION
1000 MILWAUKEE AVENUE
GLENVIEW, IL 60025

267 IND
PETERSON- MR. DONALD E.
CHIEF EXECUTIVE OFFICER
FORD MOTOR COMPANY
THE AMERICAN ROAD
DEARBORN, MI 48121

257 IND
PETERSON- MR. ELLS PRESIDENT
PETERSON BUILDERS
101 PENNSYLVANIA AVENUE
STURGEON BAY, WI 54235

299 IND
PETERSON- MR. ELLSWORTH L.
CHIEF EXECUTIVE OFFICER
PETERSON BUILDERS, INC.
101 PENNSYLVANIA STREET
STURGEON BAY, WI 54235

261	PHILLIPS- MR. THOMAS L.	IND
	CHIEF EXECUTIVE OFFICER	
	RAYTHEON COMPANY	
	141 SPRING STREET	
	LEXINGTON, MA 02173	
288	PICCHI- MR. ROGER	IND
	CHIEF EXECUTIVE OFFICER	
	CONTINENTAL MARITIME INDUSTRY	
	PIER 50-54	
	SAN FRANCISCO, CA 94107	
1147	PLASKETT- MR. THOMAS G.	IND
	CHIEF EXECUTIVE OFFICER	
	PAN AM CORP.	
	200 PARK AVENUE	
	NEW YORK, NY 10166	
1156	PLUMMER- MR. JAMES W.	IND
	CHIEF EXECUTIVE OFFICER	
	THE AEROSPACE CORP. MS MI/448	
	2350 E. EL SEGUNDO BLVD	
	EL SEGUNDO, CA 90245	
1140	PRICE- MR. ROBERT M.	IND
	CHIEF EXECUTIVE OFFICER	
	CONTROL DATA CORP.	
	8100 34TH AVE., S	
	MINNEAPOLIS, MN 55440	
1159	RAWL- MR. LAWRENCE G.	IND
	CHIEF EXECUTIVE OFFICER	
	EXXON CORPORATION	
	1251 AVENUE OF THE AMERICAS	
	NEW YORK, NY 10020	
1162	REICHERT- MR. JACK F.	IND
	CHIEF EXECUTIVE OFFICER	
	BRUNSWICK CORP.	
	ONE BRUNSWICK PLAZA	
	SKOKIE, IL 60077	
1128	RENIER- MR. J. J.	IND
	CHIEF EXECUTIVE OFFICER	
	HONEYWELL, INC.	
	HONEYWELL PLAZA	
	MINNEAPOLIS, MN 55408	
268	REYNOLDS- MR. A. WILLIAM	IND
	CHIEF EXECUTIVE OFFICER	
	GENCORP, INC.	
	75 GHENT ROAD	
	FAIRLAWN, OH 44313	
307	RINGOEN- MR. RICHARD M.	IND
	CHIEF EXECUTIVE OFFICER	
	BALL CORPORATION	
	345 S. HIGH STREET	
	MUNCIE, IN 47305	
1135	ROBERTS- MR. GEORGE A.	IND
	CHIEF EXECUTIVE OFFICER	
	TELEDYNE, INC.	
	1901 AVENUE OF THE STARS	
	LOS ANGELES, CA 90067	

301
SCHAEFER-- MR. GEORGE A.
CHIEF EXECUTIVE OFFICER
CATERPILLAR, INC.
100 NORTHEAST ADAMS STREET
PEORIA, IL 61629-7310 IND

1138
SCHLESINGER-- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
THE MITRE CORP.
BURLINGTON ROAD
BEDFORD, MA 01730 IND

1133
SCHWARTZ-- MR. BERNARD L.
CHIEF EXECUTIVE OFFICER
LORAL CORP.
600 THIRD AVE.
NEW YORK, NY 10016 IND

1126
SHRANTZ-- MR. FRANK A.
CHIEF EXECUTIVE OFFICER
THE BOEING COMPANY
7755 E. MARGINAL WAY S.
SEATTLE, WA 98108 IND

1125
SMITH-- MR. ROGER B.
CHIEF EXECUTIVE OFFICER
GENERAL MOTORS CORPORATION
3044 W. GRAND BLVD.
DETROIT, MI 48202 IND

270
SNOW-- MR. JOHN W.
CHIEF EXECUTIVE OFFICER
CSX CORPORATION, BOX C-2222
901 EAST CARY STREET
RICHMOND, VA 23219 IND

287
STONECIPHER-- MR. HARRY C.
CHIEF EXECUTIVE OFFICER
SUNSTRAND CORPORATION
4949 HARRISON AVENUE
ROCKFORD, IL 61125-7003 IND

280
STOVER-- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
EATON CORPORATION
1111 SUPERIOR AVE., NE
CLEVELAND, OH 44114 IND

262
TELLEP-- MR. DANIEL
CHIEF EXECUTIVE OFFICER
LOCKHEED CORPORATION
4500 PARK GRANADA BLVD.
CALABASAS, CA 91399 IND

291
TOUGH-- MR. STEVE
CHIEF EXECUTIVE OFFICER
FOUNDATION HEALTH CORPORATION
3400 DATA DRIVE
RANCHO CORDOVA, CA 95670 IND

256
WASAFF-- MR. CHARLIE VICE PRESIDENT,
SPACE MISSIONS GROUP
FORD AEROSPACE CORPORATION
7375 EXECUTIVE PLACE, STE 400
LANHAM-SEABROOK, MD 20706 IND

1163
WEBER- MR. DONALD W
CHIEF EXECUTIVE OFFICER
CONTEL CORPORATION
245 PERIMETER CENTER PKWY.
ATLANTA, GA 30348 IND

248
WEINBERG- MR. FRANK
MANAGER OF MARKETING
CATERPILLAR INC.
100 NE ADAMS STREET, JB-7
PEORIA, IL 61629-8000 IND

1124
WELCH, - MR. JOHN F. JR.
CHIEF EXECUTIVE OFFICER
GENERAL ELECTRIC COMPANY
3135 EASTON TURNPIKE
FAIRFIELD, CT 06431 IND

278
WILLIAMS- MR. THEODORE
CHIEF EXECUTIVE OFFICER
BELL INDUSTRIES, INC.
11812 SAN VINCENTE BLVD.
LOS ANGELES, CA 90049 IND

283
WOODHULL- MR. JOHN R.
CHIEF EXECUTIVE OFFICER
LOGICON, INC.
3701 SKYPARK DRIVE
TORRANCE, CA 90505 IND

282
YOUNG- MR. JOHN A.
CHIEF EXECUTIVE OFFICER
HEWLETT-PACKARD COMPANY
3000 HANOVER STREET
PALO ALTO, CA 94304 IND

1151
ZELAZO- MR. NATHANIEL K.
CHIEF EXECUTIVE OFFICER
ASTRONAUTICS CORP. OF AMERICA
4115 N TEUTONIA, BOX 523
MILWAUKEE, WI 53201 IND

5
NAVAL WAR COLLEGE
- PRESIDENT
ATTN. LIBRARY SERIALS
NEWPORT, RI 02840 LIB

6
NAVAL UNDERWATER
- SYSTEMS CTR
TECHNICAL LIB - CODE 021312
BUILDING 103
NEWPORT, RI 02841-5047 LIB

16
-
NAVAL AIR PROPULSION CTR.
POB 7176, TECHNICAL LIBRARY
TRENTON, NJ 08628 LIB

18
-
TECHNICAL LIBRARY
BELL AEROSPACE TEXTRON CORP.
P.O. BOX ONE
BUFFALO, NY 14240 LIB

19	LIB
LIBRARY	
U.S. ARMY WAR COLLEGE	
CARLISLE BARRACKS, PA 17013	
21	LIB
DEFENSE NUCLEAR AGENCY	
TECHNICAL LIBRARY DIVISION	
WASHINGTON, DC 20305	
22	LIB
DEFENSE COMMUNICATIONS AGCY	
ATTN: TECHNICAL LIBRARY	
CODE 396	
WASHINGTON, DC 20305	
23	LIB
THE ARMY LIBRARY	
(ANR-AL)	
ATTN: ACQUISITION SECTION	
THE PENTAGON ROOM 1A 518	
WASHINGTON, DC 20310	
28	LIB
TECHNICAL LIBRARY	
NAVAIRSYSCOM (AIR-713)	
WASHINGTON, DC 20361	
45	LIB
NAVAL SEA SYSTEMS COMMAND	
TECHNICAL LIBRARY SEA 098312	
DEPARTMENT OF THE NAVY	
WASHINGTON, DC 20362-5105	
48	LIB
TECHNICAL LIBRARY	
STRATEGIC SYSTEMS PROJECT OFC	
DEPARTMENT OF THE NAVY	
WASHINGTON, DC 20376	
49	LIB
TECHNICAL LIBRARY	
HQ, USMC	
CODE LMA-1	
WASHINGTON, DC 20380-0001	
50	LIB
LIBRARY OF CONGRESS	
UNIT X, STOP 303	
DOCUMENTS EXPEDITING PROJECT	
WASHINGTON, DC 20540	
52	LIB
U S ARMY LARCOM, ISA	
ATTN: SLCIS-IM-TL (LIBRARY)	
2800 POWDER MILL ROAD	
ADELPHI, MD 20783-1145	
54	LIB
US ARMY HUMAN ENGINEERING	
LABORATORY	
ATTN: LIBRARY (BLDG 459)	
ABERDEEN P. G., MD 21005-5001	

55	LIB
TECHNICAL LIBRARY CHEMICAL RESEARCH AND DEVELOPMENT CENTER ABERDEEN P G, MD 21010-5423	
57	LIB
USA OTEA TECHNICAL LIBRARY 5600 COLUMBIA PIKE FALLS CHURCH, VA 22041	
58	LIB
TECHNICAL LIBRARY CODE R141B DEF COMM ENGRG CTR 1360 WIEHLE AVENUE RESTON, VA 22090	
60	LIB
FT. MYER POST LIBRARY BUILDING 469 FT. MYER, VA 22211	
63	LIB
HQ AMC TECH LIB 5001 EISENHOWER AVENUE ATTN: AMCDMA-ML ALEXANDRIA, VA 22333	
65	LIB
THE LIBRARIAN ARMED FORCES STAFF COLLEGE NORFOLK, VA 23511	
66	LIB
US ARMY TRADOC TECHNICAL LIB ATTN: CAROLYN P. LACKEY BLDG. 133, ROOM 6 FT. MONROE, VA 23651	
67	LIB
ARMY LOGISTICS LIBRARY BLDG F-12500 FORT LEE, VA 23801	
72	LIB
AIR UNIVERSITY LIBRARY SERIAL ACQUISITION SECTION BLDG. 1405 MAXWELL AFB, AL 36112	
83	LIB
US ARMY CONST ENG RES LAB ATTN: LIBRARY PO BOX 4005 CHAMPAIGN, IL 61820-1305	
88	LIB
US ARMY COMMAND & GEN STAFF COLLEGE LIBRARY DIVISION FT. LEAVENWORTH, KS 66027	

92	LIB
FL 2508 SPACE LIBRARY HQ SPACE COMMAND/MPSL PETERSON AFB, CO 80914-5001	
96	LIB
JET PROPULSION LABORATORY LIBRARY - PERIODICALS 111-113 4800 OAK GROVE DRIVE PASADENA, CA 91109	
97	LIB
LIBRARY NAVAL OCEAN SYSTEMS CENTER SAN DIEGO, CA 92152	
99	LIB
BASE LIBRARY FL 4448 63 ARG/SSL BLDG 125 NORTON AFB, CA 92409	
108	LIB
COMMANDER CODE 2504L ATTENTION: LIBRARY NAVAL WEAPONS CENTER RIDGECREST, CA 93555	
113	LIB
ROME AIR DEVELOPMENT CENTER ATTN: TECHNICAL LIBRARY (TSTT) GRIFFIS AFB, NY 13441	
114	LIB
BALLISTIC MISSILE DEFENSE SYS ATTN: COMMAND LIBRARY PO BOX 1500 HUNTSVILLE, AL 35807	
116	LIB
NATIONAL DEFENSE UNIV LIBRARY TECHNICAL SERVICES DIVISION ROOM 10, BLDG 61 WASHINGTON, DC 20319-6000	
152	MACOM
CDR, US ARMY MATERIAL COMMAND ATTN: GEN WILLIAM G. T. TUTTLE 5001 EISENHOWER AVENUE ALEXANDRIA, VA 22333	
153	MACOM
CDR, AIR FORCE SYSTEMS COMMAND ATTN: GEN RONALD W. YATES ANDREWS A F B, MD 20746	
154	MACOM
CDR, AIR FORCE LOGISTICS COM ATTN: GEN CHARLES C. McDONALD WRIGHT-PATTERSON AFB, OH 45433	

155 MACOM

DIR., DEFENSE LOGISTICS AGENCY
ATTN: LTJ CHARLES MCCAUSLAND
CAMERON STATION
ALEXANDRIA, VA 22304-6100

20 OSD

DIR. INDUSTRIAL RESOURCES
OUSDRAE (IR), ROOM 3C257
PENTAGON
WASHINGTON, DC 20301

119 PENT

AIR FORCE CHIEF OF STAFF
ROOM 4E925
THE PENTAGON
WASHINGTON, DC 20330-2000

120 PENT

AIR FORCE VICE CHIEF OF STAFF
ROOM 4E925
THE PENTAGON
WASHINGTON, DC 20330-2000

121 PENT

ARMY CHIEF OF STAFF
3E668
THE PENTAGON
WASHINGTON, DC 20310

122 PENT

ARMY VICE CHIEF OF STAFF
3E668
THE PENTAGON
WASHINGTON, DC 20310

123 PENT

ASA (FINANCIAL MANAGEMENT)
ROOM 3E606
THE PENTAGON
WASHINGTON, DC 20310

124 PENT

ASA (I&L)
ROOM 2E614
THE PENTAGON
WASHINGTON, DC 20310

125 PENT

ASA (M&RA)
ROOM 2E594
THE PENTAGON
WASHINGTON, DC 20310

126 PENT

ASA (RD&A)
ROOM 2E672
THE PENTAGON
WASHINGTON, DC 20310

127 PENT

ASA (A&L)
ROOM 3E808
THE PENTAGON
WASHINGTON, DC 20310

128	PENT
ASD (C31) ROOM 3E172 THE PENTAGON WASHINGTON, DC 20310	
129	PENT
ASST SEC OF THE NAVY (MARA) ROOM 4E788 THE PENTAGON WASHINGTON, DC 20350	
130	PENT
DIRECTOR OT&E ROOM 3E318 THE PENTAGON WASHINGTON, DC 20301	
131	PENT
NAVAL CHIEF OF OPERATIONS OP-00/ROOM 4E674 THE PENTAGON WASHINGTON, DC 20350-2000	
132	PENT
NAVAL VICE CHIEF OF OPERATIONS OP-09/ROOM 4E630 THE PENTAGON WASHINGTON, DC 20350-2000	
133	PENT
SAF/MI ROOM 4E856 THE PENTAGON WASHINGTON, DC 20330	
134	PENT
SAF/OS ROOM 4E871 THE PENTAGON WASHINGTON, DC 20330	
135	PENT
SAF/US ROOM 4E871 THE PENTAGON WASHINGTON, DC 20330	
136	PENT
SECRETARY OF THE ARMY ROOM 3E718 THE PENTAGON WASHINGTON, DC 20310	
137	PENT
SECRETARY OF THE NAVY ROOM 4E686 THE PENTAGON WASHINGTON, DC 20350	
138	PENT
UNDER SECRETARY OF THE ARMY ROOM 3E732 THE PENTAGON WASHINGTON, DC 20310	

132 PENT

UNDER SECRETARY OF THE NAVY
ROOM 4E174
THE PENTAGON
WASHINGTON, DC 20350

142 PENT

DIRECTOR DEF RESCH & ENGINEER
ATTN: HON DR CHARLES HERZFELD
ROOM 3E1006 THE PENTAGON
WASHINGTON, DC 20301

143 PENT

ASST SEC OF DEF
FORCE MANAGEMENT & PERSONNEL
ATTN: HON CHRISTOPHER JOHN
ROOM 3E264 THE PENTAGON
WASHINGTON, DC 20301-4000

144 PENT

ASST SEC OF DEF
FOR PRODUCTION & LOG
ATTN: HON COLIN R. MCMILLAN
ROOM 3E808 THE PENTAGON
WASHINGTON, DC 20301

145 PENT

OASD/CCA&I
ATTN: HON DUANE P. ANDREWS
ROOM 3E172 THE PENTAGON
WASHINGTON, DC 20301-3040

146 PENT

OASD/PROGRAM ANALYSIS & EVALUA
ATTN: HON DR. DAVID S. CHU
ROOM 3E836 THE PENTAGON
WASHINGTON, DC 20301

147 PENT

DEPT OF DEFENSE COMPTROLLER
ATTN: HON SEAN C. O'KEEFE
ROOM 3E822 THE PENTAGON
WASHINGTON, DC 20301

148 PENT

ASST SEC. OF THE ARMY (RD&A)
ATTN: HON STEPHEN K. CONVER
ROOM 2E672 THE PENTAGON
WASHINGTON, DC 20310-0103

149 PENT

ASST SEC. OF THE NAVY (RD&A)
ATTN: HON GERALD A. CANN
ROOM 4E732 THE PENTAGON
WASHINGTON, DC 20350-1000

150 PENT

ASST SEC OF THE AF/AQUISITION
ATTN: HON JOHN J. WELCH, JR.
ROOM 4E964 THE PENTAGON
WASHINGTON, DC 20330

156 PENT

DEP CHIEF, NAVAL OPRTNS LGSTCS
ATTN: VADM STANLEY R. ARTHUR
ROOM 4E606 THE PENTAGON
WASHINGTON, DC 20350-2000

21	PEO
<p>AMCPB-PE PROGRAM EXECUTIVE OFFICE HIGH/MEDIUM AIR DEFENSE ATHENS, AL 35611</p>	
352	PEO
<p>PROGRAM EXECUTIVE OFFICER AFPEO/ST PENTAGON WASHINGTON, DC 20331-1000</p>	
353	PEO
<p>PROGRAM EXECUTIVE OFFICER AFPEO/IS BLDG 888, RM 1009 GUNTER AFB, AL 36114-6343</p>	
354	PEO
<p>PROGRAM EXECUTIVE OFFICER AFPEO/TA BLDG 14, AREA B, ROOM 219 WPAFB, OH 45433-6503</p>	
355	PEO
<p>PROGRAM EXECUTIVE OFFICER AFPEO/SP BLDG 105, ROOM 5013 SSD LOS ANGELES AFB, CA 90009-2960</p>	
356	PEO
<p>PROGRAM EXECUTIVE OFFICER AFPEO/C3 BLDG 1606, RM 212 ESD HANSCOM AFB, MA 01731-5000</p>	
357	PEO
<p>PROGRAM EXECUTIVE OFFICER FOR TACTICAL STRIKE PENTAGON WASHINGTON, DC 20331-1000</p>	
358	PEO
<p>PEO, STRATEGIC INFORMATION SYS ATTN: SFAE-SIS BUILDING 283, SQUIER HALL FORT MONMOUTH, NJ 07703-5000</p>	
359	PEO
<p>PEO, STRATEGIC DEFENSE ATTN: SFAE-SD/PO BOX 15280 US STRATEGIC DEFENSE COMMAND ARLINGTON, VA 22215-0280</p>	
360	PEO
<p>PEO, STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS ATTN: SFAE-PS, S10P C-3 FORT BELVOIR, VA 22060-5895</p>	
361	PEO
<p>PEO, INTELLIGENCE & ELECTRONIC WARFARE, ATTN: SFAE-IEW VINT HILL FARMS STATION, P-197 WARRENTON, VA 22811-5115</p>	

362 PEO

PEO, FIRE SUPPORT
ATTN: SFAE-FS
REDSTONE ARSENAL, AL 35898-8000

363 PEO

PEO, COMMUNICATION SYSTEMS
ATTN: SFAE-CM
FORT MONMOUTH, NJ 07703-5000

364 PEO

PEO, COMMAND & CONTROL SYSTEMS
ATTN: SFAE-CC
FORT MONMOUTH, NJ 07703-5000

365 PEO

PEO, COMBAT SUPPORT
ATTN: SFAE-CS
WARREN, MI 48397-5000

366 PEO

PEO, ARMORED SYS MODERNIZATION
ATTN: SFAE-ASM
WARREN, MI 48397-5000

367 PEO

PEO, AVIATION
ATTN: SFAE-AV
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

368 PEO

PEO, ARMAMENTS
ATTN: SFAE-AR
BUILDING 171
PICATINNY ARSENAL, NJ 07806-5000

369 PEO

PEO, AIR DEFENSE
ATTN: SFAE-AD
REDSTONE ARSENAL, AL 35898-5750

577 PEO

TACTICAL AIR PROGRAMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #2, RM 460
WASHINGTON, DC 20362-0001

578 PEO

ASW TACTICAL AIR PROGRAMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1 RM 1186
WASHINGTON, DC 20362-0001

579 PEO

NAVAL AIR SYS COMMAND
CRUISE MISSILE & UNMANNED
AERIAL VEHICLES PROGRAM
CRYSTAL GATEWAY #4, RM 6323
WASHINGTON, DC 20362-0001

880 PEO

STRATEGIC SYSTEMS PROGRAMS
STRATEGIC SYSTEMS PROG OFFICE
CRYSTAL MALL #3 RM 1142
WASHINGTON, DC 20376-5002

839 PEO

TACTICAL AIR PROGRAMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #2 RM 460
WASHINGTON, DC 20362-0001

840 PEO

ASW TACTICAL AIR PROGRAMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1 RM 1186
WASHINGTON, DC 20362-0001

841 PEO

NAVAL AIR SYS COMMAND

CRUISE MISSILE 7 UNMANNED
AERIAL VEHICLES PROGRAMS
CRYSTAL GATEWAY #4 RM 632
WASHINGTON, DC 20362-0001

842 PEO

STRATEGIC SYSTEMS PROGRAMS
STRATEGIC SYSTEMS PROG OFFICE
CRYSTAL MALL #3 RM 1142
WASHINGTON, DC 20376-5002

843 PEO

SURFACE SHIP ASW SYSTEMS
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3 RM 12N06
WASHINGTON, DC 20362-5101

844 PEO

SUBMARINE COMBAT SYSTEMS
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3 RM 6E00
WASHINGTON, DC 20362-5101

845 PEO

SPACE COMMAND AND SENSORS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #2 RM 1240
WASHINGTON, DC 20362-0001

846 PEO

EXPEDITORY PROGRAMS

MARINE CORPS RESEARCH DEV &
ACQUISITION COMMAND
CLARENDON SQUARE RM 400
WASHINGTON, DC 20380-0001

847 PEO

PEO, STRATEGIC INFO SYSTEMS
ATTN: SFAE-SIS
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

848 PEO

US STRATEGIC DEF COM

PEO, STRATEGIC DEFENSE
ATTN: SFAE-SD
PO BOX 15280
ARLINGTON, VA 22215-0280

849 PEO

PEO, STD ARMY MGMT INFO SYSTEM
ATTN: SFAE-PS
STOP C-3
FORT BELVOIR, VA 22060-5895

850 PEO

PEO, INTELLIG & ELEC WARFARE
ATTN: SFAE-IEW
VINE HILL FARMS STA BLDG P-197
WARRENTON, VA 22186-5115

851 PEO

PEO, FIRE SUPPORT
ATTN: SFAE-FS
REDSTONE ARSENAL, AL 35898-8000

852 PEO

PEO, COMMUNICATION SYSTEMS
ATTN: SFAE-CM
FORT MONMOUTH, NJ 07703-5000

853 PEO

PEO, COMMAND AND CONTROL SYS
ATTN: SFAE-CC
FORT MONMOUTH, NJ 07703-5000

854 PEO

PEO, COMBAT SUPPORT
ATTN: SFAE-ASM
WARREN, MI 48397-5000

855 PEO

PEO, AVIATION
ATTN: SFAE-AV
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

856 PEO

PEO, ARMAMENTS
ATTN: SFAE-AR
BUILDING 171
PICATINNY ARSENAL, NJ 07806-3000

857 PEO

PEO, AIR DEFENSE
ATTN: SFAE-AD
REDSTONE ARSENAL, AL 35898-5750

2 PM

ESD/TCG-3
JOINT STARS PROGRAM
ASST DIR FOR SYS ACQ
HANSCom AFB, MA 01730

3 PM

PROGRAM MANAGER, E-3A
ESD/YW
HANSCom AFB, MA 01731

4 PM
COMMANDING OFFICER

NAVAL PLANT REP. OFFICE
GENERAL ELECTRIC CO. (AERG)
1000 WESTERN AVENUE
LYNN, MA 01910

7 PM
USN

SUPERVISOR OF SHIPBUILDING
CONVERSION & REPAIR, USN
ATTN: REPAIR OFFICER CODE 600
GROTON, CT 06340

8 PM
USN

SUPERVISOR OF SHIPBUILDING
CODE 160
GROTON, CT 06340-4990

9 PM
PROJECT MANAGER,

OPTADS - DRCPM-OTDS
US ARMY COMMUNICATIONS -
ELECTRONICS COMMAND
FORT MONMOUTH, NJ 07703

10 PM
PROJECT MANAGER,

ATACS - DRCPM-ATC
US ARMY COMMUNICATIONS -
ELECTRONICS COMMAND
FORT MONMOUTH, NJ 07703

11 PM
PROJECT MANAGER, ATSS

DRCPM-TMDE-S
FORT MONMOUTH, NJ 07703

12 PM

PROJECT MANAGER
AIRCRAFT SURVIVABILITY EQUIP
ATTN: ARCPM-ASE-FO
FORT MONMOUTH, NJ 07703

13 PM

PROJECT MANAGER,
MOBILE SUBSCRIBER EQUIPMENT
SPIS-CMPM-MSE-TMD-C (HUANG)
FORT MONMOUTH, NJ 07703-5210

14 PM
PROJECT MANAGER,

NUCLEAR MUNITIONS
DRCPM-NUCS
DOVER, NJ 07801

15 PM
PROJECT MANAGER

TANK MAIN ARMAMENT SYSTEM
DRCPM-TMA
DOVER, NJ 07801

17 PM
PROJECT MANAGER,

SANG MODERNIZATION PROGRAM
AMCPM-NGA-A
APO NEW YORK, NY 09038

24	PM
CHIEF, CONTRACTS US ARMY TECH MGMT OFFICE ATTN: DACS-DMP WASHINGTON, DC 20310-0200	
25	PM
OFFICE OF THE COMPETITION ADVOCATE GENERAL OF THE NAVY CRYSTAL PLAZA #5, ROOM #310 WASHINGTON, DC 20360	
26	PM
THEATR NUCLEAR WARF PROG OFC DEPT OF THE NAVY CP6, RM 782 WASHINGTON, DC 20360-5112	
27	PM
DEPT. OF THE NAVY NAVAL AIR SYSTEMS COMMAND ATTN: AIR 54042 WASHINGTON, DC 20361	
29	PM
PROJECT MANAGER P-3 AIRCRAFT PROJECT NAVAL AIR SYSTEMS COMMAND (PMA-240) WASHINGTON, DC 20361	
30	PM
PROJECT MANAGER ATARS NAVAL AIR SYSTEMS COMMAND (PMA-272) WASHINGTON, DC 20361	
31	PM
PROJECT MANAGER HARPOON PROJECT NAVAL AIR SYSTEMS COMMAND (PMA-258) WASHINGTON, DC 20361	
32	PM
PROJECT MANAGER DEFENSE SUPPRESSION SYS PROJ NAVAL AIR SYSTEMS COMMAND (PMA-242) WASHINGTON, DC 20361	
37	PM
PROJECT MANAGER SAUDI NAVAL EXPANSION PROGRAM SHIP ACQUISITION PROJECT NAVAL SEA SYS CMD (PMS-307) WASHINGTON, DC 20362	
38	PM
PROJECT MANAGER SURFACE COMBATANTS VERTICAL LAUNCHING SYSTEM NAVAL SEA SYS CMD (PMS-410) WASHINGTON, DC 20362	
39	PM
PROJECT MANAGER DIRECTED ENERGY WEAPONS PROJ NAVAL SEA SYSTEMS COMMAND (PMS-405) WASHINGTON, DC 20362	

40	PM
PROJECT MANAGER	
-	
AMPHIBIOUS SHIP ACQUISITION PROJECT NAVAL SEA SYS CMD (PMS-377) WASHINGTON, DC 20362	
41	PM
PROJECT MANAGER	
-	
INFORMATION SYSTEMS IMPROVEMENT PROJECT NAVAL SEA SYS CMD (PMS-309) WASHINGTON, DC 20362	
42	PM
PROJECT MANAGER	
-	
AEGIS SHIPBUILDING PROJECT NAVAL SEA SYSTEMS COMMAND (PMS-400) WASHINGTON, DC 20362	
43	PM
PROJECT MANAGER	
-	
SURFACE SHIP ASW COMBAT SYSTEM PROJECT NAVAL SEA SYS CMD (PMS-411) WASHINGTON, DC 20362	
44	PM
PROGRAM MANAGER	
-	
SURFACE SHIP PROPULSION SYSTEMS PROGRAM NAVAL SEA SYS CMD (PMS-301) WASHINGTON, DC 20362-5101	
46	PM
-	
JOINT CRUISE MISSILES OFFICE WASHINGTON, DC 20363	
47	PM
PROJECT MANAGER	
-	
FLEET HOSPITAL PROJECT OFFICE (PML-500) DEPARTMENT OF THE NAVY WASHINGTON, DC 20376	
51	PM
COMMANDER	
-	
HARRY DIAMOND LABS 2800 POWDER MILL ROAD ADELPHIA, MD 20783	
53	PM
PROJECT MANAGER,	
-	
SMOKE/OBSCURANTS DRCPM-SMK ABERDEEN PG, MD 21005	
56	PM
-	
COMMANDER, AFFRO WESTINGHOUSE ELECTRIC CORP PO BOX 1693 BALTIMORE, MD 21203	
62	PM
-	
HQ, AMC, ATTN: AMCPM 5001 EISENHOWER AVENUE ALEXANDRIA, VA 22333	

64 PM

ARMY RESEARCH INSTITUTE
ATTN: PERI-POI-I
5001 EISENHOWER AVENUE
ALEXANDRIA, VA 22333-5600

68 PM

PM PATRIOT
ATTN: AMCPED-HIP
REDSTONE ARSNAL, AL 35898

69 PM

HYDVA-70 ROCKET MNGT OFF
MISSILE LOGISTICS CENTER AMSHT
-LC US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898

70 PM

PROJECT MANAGER,
HAWK
AMCPED-HIW
REDSTONE ARSENAL, AL 35898

74 PM

PROGRAM MANAGER,
SIMULATORS
ASD/YW
WPAFB, OH 45433

75 PM

PROGRAM MANAGER,
MATE
ASD/AEG
WPAFB, OH 45433

76 PM

PROJECT MANAGER,
CCE/SMHE
DRCFM-CE
US ARMY TANK-AUTOMOTIVE CMD
WARREN, MI 48090

77 PM

PROGRAM MANAGER
M1 ABRAMS TANK SYSTEM
DRCFM-GCM
WARREN, MI 48090

78 PM

PROGRAM MANAGER
LIGHT COMBAT VEHICLES
AMCPM-LCV
WARREN, MI 48397-5000

79 PM

PROJECT MANAGER,
HEAVY TACTICAL VEHICLES
AMCPM-IVH
US ARMY TANK-AUTOMOTIVE CMD
WARREN, MI 48397-5000

80 PM

DEFENSE CONTRACTS ADM
SERVICES MANAGEMENT AREA
TWIN CITIES
2305 FORD PARKWAY
ST. PAUL, MN 55116

81	PM
<p>COMMANDER DCASPRO--HONEYWELL 2701 4TH AVENUE SO. MINNEAPOLIS, MN 55408</p>	
82	PM
<p>HEADQUARTERS ARRCOM AMSMC-PCA ROCK ISLAND, IL 61299</p>	
84	PM
<p>COMMANDER DCASR - ST. LOUIS 1136 WASHINGTON AVENUE ST. LOUIS, MO 63101</p>	
85	PM
<p>US GEN ACCT OFFICE SUITE 300/LEVEE HOUSE BLDG 800 N 3D STREET ST LOUIS, MO 63102</p>	
86	PM
<p>PROJECT MANAGER, MODERNIZATION PRO DRCFM-CH47M US ARMY AVIATION RESEARCH AND DEVELOPMENT COMMAND ST. LOUIS, MO 63120</p>	
87	PM
<p>NAVAL FLT REPRESENTATIVE OFC MCDONNELL DOUGLAS CORP PO BOX 516 ATTN: CO/XD ST. LOUIS, MO 63166</p>	
89	PM
<p>PM/FATDS SOFTWARE SUPPORT GROUP FT. SILL, OK 73503</p>	
93	PM
<p>US ARMY PLANT REP OFC HUGHES HELICOPTERS INC. 5000 E MCDOWELL ROAD MESA, AZ 85205</p>	
94	PM
<p>PROGRAM MANAGER, DSCS II/III HQ SSD/CWH PO BOX 92960 WORLDWAY POSTAL LOS ANGELES, CA 90009-2960</p>	
95	PM
<p>COMMANDING OFFICER NAVAL WEAPONS STATION SEAL BEACH, CA 90740</p>	
98	PM
<p>PROGRAM MANAGER ADVANCED STRATEGIC MISSILE SYSTEM BMO/SY NORTON AFB, CA 92409</p>	

100 PM

COMMANDER
NAVAL WEAPONS CTR
CODE 3433
CHINA LAKE, CA 93555

101 PM

COMMANDER
NAVAL WEAPONS CENTER
CHINA LAKE, CA 93555

102 PM

PROGRAM MANAGER,
DATA SYSTEMS MOD
AFSCF/RJ
SUNNYVALE, CA 94086

104 PM

BALTIMORE DCAS MANAGEMENT AREA
200 TOWSONTOWN BLVD., WEST
TOWSON, MD 21204-5299

105 PM

PROJECT MANAGER N8C DEF SYS
ATTN: AMCPM-NN
ABERDEEN PG, MD 21010-5401

106 PM

NAVAL ENGINEERING CENTER
BLDG 562, SEED, CODE 52024
LAKEHURST, NJ 08733-5000

109 PM

DEPARTMENT OF THE ARMY
PRGRM EXECUTIVE OFCE FIRE SPRT
ATTN: AMCPM-FL
HUNTSVILLE, AL 35898-5797

110 PM

DEPARTMENT OF THE NAVY
NAVAL SEA SYSTEMS COMMAND
ATTN: M.G. PATTON/PMS 418-333
WASHINGTON, DC 20362

112 PM

PROGRAM MANAGER
SPACE DEFENSE SYSTEM PROGRAM
SD/YN
WORLDWAY POSTAL CENTER
LOS ANGELES, CA 90009

115 PM

CRUISE MISSILE PROJECT
ATTN: G. WHITTAKER
AIR 7155
WASHINGTON, DC 20361-1014

117 PM

CDR, DCASR-ATLANTA
ATTN: PSO-161
805 WALKER STREET
MARIETTA, GA 30060-2789

157	PM
CG, MARINE CORPS RDA&A COMMAND ATTN: LTGEN JOHN R. DAILEY WASHINGTON, DC 20380-0001	
158	PM
PROGRAM MANAGER E-2/C-2/ATDS NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM. 1110 WASHINGTON, DC 20362-0001	
159	PM
PROGRAM MANAGER A-6/EA-6 NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 728 WASHINGTON, DC 20362-0001	
160	PM
PROGRAM MANAGER A-12 NAVAL AIR SYSTEMS COMMAND CRYSTAL GATEWAY #3, RM 1210 WASHINGTON, DC 20362-0001	
161	PM
PROGRAM MANAGER ASD/YF-N NAVAL ADVANCE TACTICAL FIGHTER NAVAL AIR SYSTEMS COMMAND WRIGHT-PATTERSON AFB, OH 45433-6503	
162	PM
PROGRAM MANAGER P-3 NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 622 WASHINGTON, DC 20362-0001	
163	PM
PROGRAM MANAGER F-14 NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 520 WASHINGTON, DC 20362-0001	
164	PM
PROGRAM MANAGER DEFENSE SUPPRESSION SYSTEM NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 242 WASHINGTON, DC 20362-0001	
165	PM
PROGRAM MANAGER S-3A/B NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 654 WASHINGTON, DC 20362-0001	
166	PM
PROGRAM MANAGER REWSON NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 640 WASHINGTON, DC 20362-0001	
167	PM
PROGRAM MANAGER A/V WEAPONS SYSTEMS NAVAL AIR SYSTEMS COMMAND JEFFERSON PLAZA #1, RM 688 WASHINGTON, DC 20362-0001	

168 PM
PROGRAM MANAGER

ANTI-SHIP WEAPONS SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 756
WASHINGTON, DC 20362-0001

169 PM
PROGRAM MANAGER

AIR-TO-AIR MISSILE SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 556
WASHINGTON, DC 20362-0001

170 PM
PROGRAM MANAGER

CONSOLIDATED AUTOMATED SUP SYS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 1012
WASHINGTON, DC 20362-0001

171 PM
PROGRAM MANAGER

H-53D/H-46 HELICOPTERS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 608
WASHINGTON, DC 20362-0001

172 PM
PROGRAM MANAGER

NAVY UNMANNED AERIAL VEHICLES
NAVAL AIR SYSTEMS COMMAND
CRYSTAL GATEWAY #4, RM 740
WASHINGTON, DC 20362-0001

173 PM
PROGRAM MANAGER

AIR ASW ACOUSTIC SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 740
WASHINGTON, DC 20362-0001

174 PM

PROGRAM MANAGER F/A-18
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 710
WASHINGTON, DC 20362-0001

175 PM
PROGRAM MANAGER

LAMPS MX III/H-60
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 710
WASHINGTON, DC 20362-0001

176 PM

PROGRAM MANAGER AMRAAM
NAVAL AIR SYSTEMS COMMAND
EGLIN AFB, FL 32542

177 PM

PROGRAM MANAGER NALCOMIS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 612
WASHINGTON, DC 20362-0001

178 PM
PROGRAM MANAGER

AIRBOURNE STRATEGIC COMMUN.
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 582
WASHINGTON, DC 20362-0001

179 PM

PROGRAM MANAGER ATAPS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 644
WASHINGTON, DC 20362-0001

180 PM

PROGRAM MANAGER T45TS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 852
WASHINGTON, DC 20362-0001

181 PM

PROGRAM MANAGER
H-2/H-3 HELICOPTER
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 702
WASHINGTON, DC 20362-0001

182 PM

PROGRAM MANAGER V-22
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 778
WASHINGTON, DC 20362-0001

183 PM

PROGRAM MANAGER AH-1
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 600
WASHINGTON, DC 20362-0001

184 PM

PROGRAM MANAGER
JOINT ADVANCED WEAPONS COUNTER
NAVAL AIR SYSTEMS COMMAND
CRYSTAL GATEWAY #3, RM 1212
WASHINGTON, DC 20362-0001

185 PM

PROGRAM MANAGER
SUPPORT AIRCRAFT & WEAPONS SYS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 780
WASHINGTON, DC 20362-0001

186 PM

PROGRAM MANAGER
CONVENTIONAL AIR-LAUNCHED AMMO
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 860
WASHINGTON, DC 20362-0001

187 PM

PROGRAM MANAGER
AVIATION TRAINING SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 336
WASHINGTON, DC 20362-0001

188 PM

PROGRAM MANAGER
TARGET SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 864
WASHINGTON, DC 20362-0001

189 PM

PROGRAM MANAGER
AVIONICS SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 674
WASHINGTON, DC 20362-0001

190 PM
PROGRAM MANAGER

AIRBORNE MINE DEFENSE
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 948
WASHINGTON, DC 20362-0001

191 PM
PROGRAM MANAGER

AIRCREW SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 948
WASHINGTON, DC 20362-0001

192 PM
PROGRAM MANAGER

FEWSSG/NATO MEWSG
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 1048
WASHINGTON, DC 20362-0001

193 PM
PROGRAM MANAGER

AIR TRAFFIC CONTROL & LANDING
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 888
WASHINGTON, DC 20362-0001

194 PM

PROGRAM MANAGER ATDLS
NAVAL AIR SYSTEMS COMMAND
NATIONAL CENTER #1, RM 4W48
WASHINGTON, DC 20362-0001

195 PM
PROGRAM MANAGER

NAVIGATION SYSTEMS
NAVAL AIR SYSTEMS COMMAND
NATIONAL CENTER #1, RM 2520
WASHINGTON, DC 20362-0001

196 PM
PROGRAM MANAGER

THEATRE NUCLEAR WARFARE
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #5, RM 866
WASHINGTON, DC 20362-0001

197 PM
PROGRAM MANAGER

TOMAHAWK ALL-UP-ROUND
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 510
WASHINGTON, DC 20362-0001

198 PM
PROGRAM MANAGER

CRUISE MISSILES COMMAND/CONTROL
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 618
WASHINGTON, DC 20362-0001

199 PM
PROGRAM MANAGER

SURFACE SHIP
CRUISE MISSILES WEAPON SYSTEM
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 535
WASHINGTON, DC 20362-0001

200 PM
PROGRAM MANAGER

SERVICE SHIP
LAUNCHED CRUISE MISSILES
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 647
WASHINGTON, DC 20362-0001

201	PM
PROGRAM MANAGER	
- SUBMARINE LAUNCHED CRUISE MISSILES NAVAL AIR SYSTEMS COMMAND CRYSTAL PLAZA #4, RM 655 WASHINGTON, DC 20362-0001	
202	PM
PROGRAM MANAGER	
- LONG RANGE CONVENTIONAL STAND-OFF WEAPONS NAVAL AIR SYSTEMS COMMAND CRYSTAL PLAZA #4, RM 6504 WASHINGTON, DC 20362-0001	
203	PM
PROGRAM MANAGER	
- SEAL TACTICAL INSERTION CRAFT NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 8E60 WASHINGTON, DC 20362-5101	
204	PM
PROGRAM MANAGER	
- MHC-51 COASTAL MINEHUNTER NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 10S10 WASHINGTON, DC 20362-5101	
205	PM
PROGRAM MANAGER	
- CV-SLEEP SERVICE LIFE EXTENSION PROGRAM NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 8W00 WASHINGTON, DC 20362-5101	
206	PM
PROGRAM MANAGER	
- FFG-7 GUIDED MISSILE FRIGATE NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 9N14 WASHINGTON, DC 20362-5101	
207	PM
PROGRAM MANAGER	
- ADVANCED AMPHIBIOUS ASSAULT VEHICLE NAVAL SEA SYSTEMS COMMAND CRYSTAL PARK #1, RM 200 WASHINGTON, DC 20362-5101	
208	PM
PROGRAM MANAGER	
- RE REACTIVATION NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 9W48 WASHINGTON, DC 20362-5101	
209	PM
PROGRAM MANAGER	
- AMPHIBIOUS SHIP (LX) NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 8E06 WASHINGTON, DC 20362-5101	
210	PM
PROGRAM MANAGER	
- SWATH T-AGOS-19 OCEAN SURVEILLANCE SHIP NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 8E06 WASHINGTON, DC 20362-5101	
211	PM
PROGRAM MANAGER	
- SNN-688 NUCLEAR ATTACK SUBMAR. NAVAL SEA SYSTEMS COMMAND NATIONAL CENTER #3, RM 7W00 WASHINGTON, DC 20362-5101	

212 PM
PROGRAM MANAGER

TRIDENT II SUBMARINE SYSTEMS
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 7E62
WASHINGTON, DC 20362-5101

213 PM

PROGRAM MANAGER CG-47
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 10N18
WASHINGTON, DC 20362-5101

214 PM
PROGRAM MANAGER

ADVANCED WARHEAD DEVELOPMENT
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 12E22
WASHINGTON, DC 20362-5101

215 PM
PROGRAM MANAGER

SSIP; AN/BZZ-50
TBX/SBMRN/SONAR IMPVMT PRGRM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 6E16
WASHINGTON, DC 20362-5101

216 PM
PROGRAM MANAGER

ASW ADVNC DVLPT
(SQQ-89 IMPROVEMENT PROGRAM)
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 12E16
WASHINGTON, DC 20362-5101

217 PM
PROGRAM MANAGER

EMSP; AN/UYS-2/
ENHANCED MODULAR/SIGNAL PROCSR
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 11F28
WASHINGTON, DC 20362-5101

218 PM
PROGRAM MANAGER

CIWS BLOCK I/
CLOSE-IN WEAPON SYSTEM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 1S20
WASHINGTON, DC 20362-5101

219 PM

PROGRAM MANAGER SEA LANCE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11S16
WASHINGTON, DC 20362-5101

220 PM
PROGRAM MANAGER

SURFACE SHIP
TORPEDO DEFENSE/(SSTD)/N1L PRO
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11S15
WASHINGTON, DC 20362-5101

221 PM
PROGRAM MANAGER

VLS ASROC MK-46
VERTICAL LAUNCH SYSTEM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11W00
WASHINGTON, DC 20362-5101

222 PM

PROGRAM MANAGER AN/BSY-1
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11W00
WASHINGTON, DC 20362-5101

223 PM
PROGRAM MANAGER
- FY-89 SUBMARINE
COMBAT SYSTEM AN/RSY-2
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11N18
WASHINGTON, DC 20362-5101

224 PM
PROGRAM MANAGER
- NATO AAW (ANTI-AIR WARFARE) SYS
NAVAL SEA SYSTEMS COMMAND
CRYSTAL PLAZA #3, RM 1009
WASHINGTON, DC 20362-5101

225 PM
PROGRAM MANAGER
- 5' ROLLING AIRFRAME MISSILE
NAVAL SEA SYSTEMS COMMAND
CRYSTAL MALL #4, RM 129
WASHINGTON, DC 20362-5101

226 PM
PROGRAM MANAGER NAVSTAR GPS
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1
WASHINGTON, DC 20363-5100

227 PM
PROGRAM MANAGER UFO
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 2N08
WASHINGTON, DC 20363-5100

228 PM
PROGRAM MANAGER JTIDS
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1
WASHINGTON, DC 20363-5100

229 PM
PROGRAM MANAGER ROTH
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 3E10
WASHINGTON, DC 20363-5100

230 PM
PROGRAM MANAGER FDS
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 4E64
WASHINGTON, DC 20363-5100

231 PM
PROGRAM MANAGER BGPHE
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1
WASHINGTON, DC 20363-5100

232 PM
PROGRAM MANAGER ELF
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1
WASHINGTON, DC 20363-5100

233 PM
PROGRAM MANAGER
- NESF EHF SATCOM
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 4E24
WASHINGTON, DC 20363-5100

234 PM
PROGRAM MANAGER
- I/R SEARCH &
TARGER DESIGNATION (AN/SAR-8)
SPACE & NAVAL WARFARE COMMAND
CRYSTAL PLAZA #6, RM 800
WASHINGTON, DC 20363-5100

235 PM
PROGRAM MANAGER
- SM-2 BLOCK IV (AEGIS ER)
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 7N06
WASHINGTON, DC 20363-5100

236 PM
PROGRAM MANAGER
- TERRIER SM-2 NTU
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 8W84
WASHINGTON, DC 20363-5100

237 PM
PROGRAM MANAGER
- JOINT US/US
SURFACE SHIP TORPEDO DEFENSE
SPACE & NAVAL WARFARE COMMAND
CRYSTAL PARK #3, RM 1113
WASHINGTON, DC 20363-5100

238 PM
PROGRAM MANAGER
- NTDS IMPROVEMENTS (BLOCK 1)
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 7N06
WASHINGTON, DC 20363-5100

239 PM
PROGRAM MANAGER
- 16" NAVAL GUN
FIRE SUPPORT IMPROVEMENTS NGFS
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 8E48
WASHINGTON, DC 20363-5100

240 PM
PROGRAM MANAGER
- TARTAR SM-2/NTU BLOCK I/II
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 8E86
WASHINGTON, DC 20363-5100

241 PM
PROGRAM MANAGER
- MK-92 FCS UPGRADE
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 8E86
WASHINGTON, DC 20363-5100

242 PM
PROGRAM MANAGER
- OSIS OBU
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #2, RM 8E86
WASHINGTON, DC 20363-5100

243 PM
PROGRAM MANAGER TFCC
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 8E08
WASHINGTON, DC 20363-5100

244 PM
PROGRAM MANAGER TAOM/MCE
SPACE & NAVAL WARFARE COMMAND
NATIONAL CENTER #1, RM 5W32
WASHINGTON, DC 20363-5100

245	PM
PROGRAM MANAGER	
- AMMUNITION	
MARINE CORPS RESEARCH DVLPMNT	
& ACQUISITION COMMAND	
CLARENDON SQUARE	
WASHINGTON, DC 20380-0001	
246	PM
PROGRAM MANAGER	
- AVIATION	
MARINE CORPS RESEARCH DVLPMNT	
& ACQUISITION COMMAND	
CLARENDON SQUARE	
WASHINGTON, DC 20380-0001	
247	PM
PROGRAM MANAGER	
- COMBAT SRV SUP	
MARINE CORPS RESEARCH DVLPMNT	
& ACQUISITION COMMAND	
CLARENDON SQUARE	
WASHINGTON, DC 20380-0001	
309	PM
-	
ACM	
ASD/VC	
WRIGHT-PATTERSON AFB, OH 45433-6503	
310	PM
-	
AMRAAM	
MSD/YM	
EGLIN AFB, FL 32548	
311	PM
-	
ATF	
ASD/YF	
WRIGHT-PATTERSON AFB, OH 45433-6403	
312	PM
-	
B-1	
ASD/B-1	
DAYTON, OH 45433-6503	
313	PM
-	
B-2	
ASD/YS	
WRIGHT-PATTERSON AFB, OH 45433-6503	
314	PM
-	
C-17	
ASD/YS	
WRIGHT-PATTERSON AFB, OH 45433-6403	
315	PM
-	
CMU	
ESD/SR	
HANSCom AFB, MA 01730	
316	PM
-	
JSTARS	
ESD/JS	
HANSCom AFB, MA 01730	

317 PM
-
JTIDS
ESD/ICD
BEDFORD, MA 01730

318 PM
-
MILSTAR SPACE/TERMINALS
SSD/MS
LOS ANGELES, CA 90009-2960

319 PM
-
MK-XV CIS
ASD/VI
WRIGHT-PATTERSON AFB, OH 45433-6503

320 PM
-
NAS
ESD/ICV
HANSCOM AFB, MA 01730

321 PM
-
NAVSTAR GPS SPACE
PO BOX 92960
SSD/MZ
LOS ANGELES, CA 90009-2960

322 PM
-
PEACEKEEPER/RAIL GARRISON
RSD/CV
NORTON AFB, CA 92409-6468

323 PM
-
SFW
MSD/YB
EGLIN AFB, FL 32542

324 PM
-
SMALL ICBM
RSD/MG
NORTON AFB, CA 92409-6468

325 PM
-
SRAM II/T
ASD/YG
WRIGHT-PATTERSON AFB, OH 45433-6503

326 PM
-
TACIT RAINBOW
ASD/VR
WRIGHT-PATTERSON AFB, OH 45433

327 PM
-
ATARS
ASD/WQA
WRIGHT-PATTERSON AFB, OH 45433-6503

328	PM
-	
DMSP	
SSD/MW	
LOS ANGELES AFB, CA 90009-2960	
329	PM
-	
DSCS	
SSD/MH	
LOS ANGELES AFB, CA 90009-2960	
330	PM
-	
DSP	
SSD/MJ	
LOS ANGELES AFB, CA 90009-2960	
331	PM
-	
E-3A RSIP (AWACS)	
ESD/TCW	
HANSCOM AFB, MA 01730	
332	PM
-	
F-15	
ASD/VF	
WRIGHT-PATTERSON AFB, OH 45433-6403	
333	PM
-	
F-16	
ASD/YP	
WRIGHT-PATTERSON AFB, OH 45433-6403	
334	PM
-	
F-100 ENGINE UPGRADE	
SA-ALC/MMFA	
KELLY AFB, TX 78208	
335	PM
-	
IIR MAVERICK (AGM-65)	
ASD/SDM	
WRIGHT-PATTERSON AFB, OH 45433-6503	
336	PM
-	
IUS	
SSD/CLU	
LOS ANGELES AFB, CA 90009-2960	
337	PM
-	
KC-135R	
OC-ALC/MMS	
HILL AIR FORCE BASE, UT 84056	
338	PM
-	
LANTIRM	
ASD/VI	
WRIGHT-PATTERSON AFB, OH 45433-6503	

339	PM
NAVSTAR GPS TERMINALS PO BOX 92960 SSD/MZ LOS ANGELES AFB, CA 90009-2960	
340	PM
OTH-B ESD/TCO HANSCOM AFB, MA 01730	
341	PM
PEACEKEEPER IN MINUTEMAN SILOS BSD/MS NORTON AFB, CA 92409-6463	
342	PM
TITAN IV SSD/ME LOS ANGELES AFB, CA 90009-2960	
343	PM
PROGRAM MANAGER ARCAC 300 NAVAL COMPUTER & COMMUNICATION COMMAND WASHINGTON, DC 20015	
344	PM
PROGRAM MANAGER CAS SSC/ARW GUNTER AFB, AL 36114-6343	
345	PM
PROGRAM MANAGER CDMS LMSC/SBD WPAFB, OH 45433	
346	PM
PROGRAM MANAGER DAACH MSD/YB EGLIN AFB, FL 32548	
347	PM
PROGRAM MANAGER DMMIS LMSC/SQ WPAFB, OH 45433	
348	PM
PROGRAM MANAGER MAC C2 IPS HQ ESD/AVM HANSCOM AFB, MA 01731	
349	PM
PROGRAM MANAGER RDB LMSC/SMO WPAFB, OH 45433	

350	PM
PROGRAM MANAGER	
--	
REMIS	
LMSC/SNR	
WPAFB, OH 45433	
351	PM
PROGRAM MANAGER	
--	
TTIS	
ASD/SDG	
WPAFB, OH 45433-4503	
370	PM
--	
PM, MANEUVER CONTROL SYSTEM/ COMMON HARDWARE SOFTWARE SYS.	
ATTN: SFAC-CC-MVR	
FORT MONMOUTH, NJ 07703-5000	
371	PM
--	
PM, FORWARD ENTRY DEVICE	
ATTN: SFAC-CC-FTF	
FORT MONMOUTH, NJ 07703-5000	
372	PM
--	
PM, STANDARDIZED INTEGRATED COMMAND POST SYSTEM	
ATTN: SFAC-CC-CHS	
FORT MONMOUTH, NJ 07703-5000	
373	PM
--	
PM, COMMON SOFTWARE SYSTEMS	
ATTN: SFAC-CC-CHS	
FORT MONMOUTH, NJ 07703-5000	
375	PM
--	
PM, T-800-LHT-800 ENGINE PRGRM	
ATTN: SFAC-LH-LHE	
4300 GOODFELLOW BOULEVARD	
SAINT LOUIS, MO 63120-1798	
376	PM
--	
PM, MINES, COUNTERMINE & DEMO	
ATTN: AMCPM-MCD	
US ARMY ARMAMENT RSRCH, DVLPNT	
PICATINNY ARSENAL, NJ 07806-5000	
377	PM
--	
PM, LOSAT COMMON CHASSIS	
ATTN: SFAC-ASM-LS	
ADELPHI, MD 20783-1145	
378	PM
--	
PM, SPECIAL PROJECT OFFICE - 1	
ATTN: US ARMY LABORATORY COM	
ADELPHI, MD 20783-1145	
379	PM
--	
PM, ANTI-SATELLITE	
ATTN: SFAC-SD-ASP	
PO BOX 1500	
HUNTSVILLE, AL 35807-3301	

380 PM

PM, HEAVY FORCE MODERNIZATION
SURVIVABILITY SYSTEMS
ATTN: SFAE-ASM-SS
WARREN, MI 48397-5000

381 PM

ATTN: AMCPM-FW
PM, FIXED WING AIRCRAFT
US ARMY AVIATION SYS COMMAND
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1793

382 PM

PM, HELLFIRE MISSILE
OPTIMIZATION PROGRAM
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5610

383 PM

PM, TACTICAL COMPUTER TERMINAL
ATTN: SFAE-CC-MVR
FORT MONMOUTH, NJ 07703-5000

384 PM

PM, STRATEGIC TARGET SYSTEMS
ATTN: SFAE-SD-STA
PO BOX 1500
HUNTSVILLE, AL 35807-3801

385 PM

PM, BALLISTIC MISSILE DEFENSE
SPACE PAYLOAD, PO BOX 1500
ATTN: SFAE-SD-BMD
HUNTSVILLE, AL 35807-3801

386 PM

PM, GROUND BASED SURVEILLANCE
& TRACKING SYSTEM, PO BOX 1500
ATTN: SFAE-SD-GST
HUNTSVILLE, AL 35807-3801

387 PM

TECH ASSOC. INC
PM, US MOBILE LIAISON CELL
ATTN: SFAE-SIS-AW
6101 STEVENSON AVENUE
ALEXANDRIA, VA 22333-0001

388 PM

ATTN: MT-CF
PM, CONUS FREIGHT MGT SYSTEM
MILITARY TRAFFIC MGT COMMAND
5611 COLUMBIA PIKE
FALLS CHURCH, VA 22041-5050

389 PM

ATTN: AMCPM-AL
PM, AMMUNITION LOGISTICS
US ARMY ARMAMENT RESEARCH,
DEVELOPMENT & ENGINEERING CNTR
PICATINNY ARSENAL, NJ 07806-5000

390 PM

PM, EUROPEAN AREA TRANSMISSION
ATTN: AMCPM-ASQM-TSR
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

391 PM

PM, ARMY INFORMATION MGT ENVRM
ATTN: AMCPM-ASQM-SWA
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

393 PM

PM, AIRBORNE SURVEILLANCE TEST
ATTN: SFAE-SD-AST
PO BOX 1500
HUNTSVILLE, AL 35807-4190

394 PM

PM, AUTOMATED RETAIL LOGISTICS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

395 PM

PM, ARMY CIVILIAN PERSONNEL SY
ATTN: SFAE-PS-YA
STOP H-20
FORT BELVOIR, VA 22060-5895

396 PM

PM, ADVANCED ANTITANK WEAPON
ATTN: SFAE-PS-AMM
REDSTONE ARSENAL, AL 35898-5720

397 PM

PM, KINETIC ENERGY MISSILE
ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35898-5720

398 PM

PM, ASAS/ENSCE INTERFACE MOLE
ATTN: SFAE-CC-AI
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

399 PM

PM, ALL SOURCE ANALYSIS SYSTEM
ATTN: SFAE-CC-INT
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

400 PM

PM, AIR DEFENSE
COMMAND & CONTROL SYSTEM
ATTN: SFAE-CC-AD
REDSTONE ARSENAL, AL 35898-5600

401 PM

ATTN: AMCPM-CE
PM, COMMERCIAL CONSTRUCTION
EQUIPMENT/SELECTED MATE
US ARMY TANKAUTOMOTIVE COMMAND
WARREN, MI 48397-5000

402 PM

PM, ABRAMS TANK SYSTEM
ATTN: SFAE-ASM-AB
WARREN, MI 48397-5000

403 PM

PM, BLACK HAWK
ATTN: SFAE-AV-RH
4300 GOODFELLOW BLVD.
SAINT LOUIS, MO 63120-1798

404 PM

PM, ARMY HELICOPTER IMPRV PRO.
ATTN: SFAE-AV-ASH
4300 GOODFELLOW BLVD.
SAINT LOUIS, MO 63120-1798

405 PM

PM, AVIATION LIFE SUPPORT EQPM
ATTN: SFAE-AV-LSE
4300 GOODFELLOW BLVD.
SAINT LOUIS, MO 63120-1798

406 PM

PM, ADVANCED ATTACK HELICOPTER
ATTN: SFAE-AV-AAH
4300 GOODFELLOW BLVD.
SAINT LOUIS, MO 63120-1798

407 PM

PM, 9MM PISTOL PROGRAM
ATTN: SFAE-AV-9MM
ROCK ISLAND, IL 61299-5000

408 PM

ATTN: MT-TP
PM, TRANSPORTATION OPERATIONAL
PERSONAL PROPERTY STREET
MILITARY TRAFFIC MGT COMMAND
FORT BELVOIR, VA 22060-5898

409 PM

PM, UNMANNED AERIAL VEHICLES
ATTN: SFAE-AUV
REDSTONE ARSENAL, AL 35898-5791

410 PM

ATTN: AMCPM-CAT
PM, COMBINED ARMS TRAINING SYS
COMBAT TRAINING CENTER (CATS)
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

411 PM

PM, COMBAT SUPPORT TRAIN SYS.
ATTN: AMCPM-CSTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

412 PM

PM, AIR COMBAT TRAINING SYSTEM
ATTN: AMCPM-ACTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

413 PM

PM, CLOSE COMBAT TRAINING SYS.
ATTN: AMCPM-CCTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

414 PM

PM, TRAINING DEVICES
ATTN: AMCFM-TND
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

415 PM

PM, TEST PROGRAM SETS
ATTN: AMCFM-TMDE-T
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

416 PM

PM, AUTOMATIC TEST SUPPORT SYS
ATTN: AMCFM-TMDE-M
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

417 PM

PM, AUTOMATIC TEST SUPPORT SYS
ATTN: AMCFM-TMDE-S
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

418 PM

ATTN: AMCFM-TMDE
PM, TEST, MEASUREMENT, &
DIAGNOSTIC EQUIPMENT
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

419 PM

PM, SAUDI ARABIAN NATIONAL
GUARD MODERNIZATION PROGRAM
ATTN: AMCFM-NL
NEW YORK, NY 09030-0000

420 PM

ATTN: AMCFM-NUS
PM, NUCLEAR MUNITIONS
US ARMY ARMAMENT RESEARCH,
DEVELOPMENT & ENGINEERING CTR
PICATINNY ARSENAL, NJ 07806-5000

421 PM

PM, LIGHT ARMORED VEHICLES
ATTN: AMCFM-LAV
US ARMY TANK AUTOMOTIVE CMD
WARREN, MI 48397-5000

422 PM

ATTN: AMCFM-FZ
PM, FUZES
US ARMY ARMAMENT RESEARCH,
DEVELOPMENT & ENGINEERING CTR
PICATINNY ARSENAL, NJ 07806-5000

423 PM

PM, THEATER AUTOMATED COMMAND
ATTN: AMCFM-ASRM-TA
YONGSAN, SEOUL, KOREA
APO SAN FRANCISCO, CA 96301-0052

424 PM

ATTN: AMCFM-ASRM-TSF
PM, DEFENSE SATELLITE COMMUN
ICATION SYSTEMS INSTALLATION
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

425 PM, SPECIAL
PRODUCTS & PROGRAM SUPPORT
ATTN: AMCPM-ASQM-TSD
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

426 PM, PACIFIC
AREA TRANSMISSION SYSTEMS
ATTN: AMCPM-ASQM-TSE
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

427 PM, AIR TRAFFIC
CONTROL PRODUCTS
ATTN: AMCPM-ASQM-TSE
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

428 PM, DEFENSE
COMM. & ARMY TRANSMISSION SYS
ATTN: AMCPM-ASQM-TS
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

429 PM, RECORDS COMMUNICATION
ATTN: AMCPM-ASQM-SWR
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

430 PM, JAPAN TELEPHONE UPGRADE
ATTN: AMCPM-ASQM-SWJ
YONGSAN, SEOUL, KOREA,
APO SAN FRANCISCO, CA 96301-0075 PM

431 PM, JOINT SERVICE COMPUTER PRO
ATTN: AMCPM-ASQM-SWM
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

432 PM, DEFENSE DATA NETWORKS
ATTN: AMCPM-ASQM-SWD
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

433 PM, CONUS TELEPHONE MODERN PRO
ATTN: AMCPM-ASQM-SWC
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

434 PM, ARMY SMALL COMPUTER PRO.
ATTN: AMCPM-ASQM-SWF
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

435 PM, DEFENSE
COMMUNICATIONS & ARMY SWITCHED
ATTN: AMCPM-ASQM-SW
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000 PM

436 PM
 PM, QUICK RESPONSE MULTICOLOR
 PRINTER/ ATTN: SFAC-JT-G
 US ARMY ENGR TOPOGRAPHIC LAB
 FORT BELVOIR, VA 22060-5546

437 PM
 PM, DIGITAL
 TOPOGRAPHIC SUPPORT SYSTEM
 ATTN: SFAC-JT-G
 US ARMY ENGR TOPOGRAPHIC LAB
 FORT BELVOIR, VA 22060-5546

438 PM
 PM, COMBAT
 TERRAIN INFORMATION SYSTEM
 ATTN: SFAC-JT-G
 US ARMY ENGR TOPOGRAPHIC LAB
 FORT BELVOIR, VA 22060-5546

439 PM
 ATN: SFAC-JT-JCA
 PM, SINGLE SOURCE PROCESSOR
 CAC FIELD OFFICE, BLDG P-210
 VINT HILL FARMS STATION
 WARRENTON, VA 22186-5182

440 PM
 PM, JOINT TACTICAL FUSION
 ATTN: SFAC-JT
 1500 PLANNING RESEARCH DRIVE
 MC LEAN, VA 22102-5079

441 PM
 PM, LIGHT HELICOPTER
 ATTN: SFAC-LH
 4300 GOODFELLOW BOULEVARD
 SAINT LOUIS, MO 63120-1798

442 PM
 ATTN: AMCPM-PSI
 PM, PHYSICAL SECURITY EQUIPME
 US ARMY BELVOIR RESEARCH, DEV.
 AND ENGINEERING CENTER
 FORT BELVOIR, VA 22060-5606

443 PM
 ATTN: AMCPM-PWI
 PM, PETROLEUM & WATER LOGISTIC
 US ARMY TROOP SUPPORT COMMAND
 4300 GOODFELLOW BOULEVARD
 SAINT LOUIS, MO 63120-1798

444 PM
 PM, MOBILE ELECTRIC POWER
 ATTN: AMCPM-MEP
 7500 BACKLICK ROAD
 SPRINGFIELD, VA 22150-3107

445 PM
 PM, CLOTHING & INDIVIDUAL EQPM
 ATTN: AMCPM-CIE
 14050 DAWSON BEACH ROAD
 WOODBRIDGE, VA 22191

446 PM
 ATTN: AMCPM-AWC
 PM, AMPHIBIANS & WATERCRAFT
 US ARMY TROOP SUPPORT COMMAND
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

447 PM, USAEUR PM
TACTICAL ARMY COMMAND & CONTROL
ATTN: SFAE-SIS-AW
NEW YORK, NY 09056-5000

448 PM, STRATEGIC PM
COMMAND & CONTROL SOFTWARE
ATTN: SFAE-SIS-AW
1 FEDERAL SYSTEM, PARK DRIVE
FAIRFAX, VA 22033

449 PM, ARMY WWMCCS PM
INFO SYS/COMMAND & CONTROL SYS
ATTN: SFAE-SIS-AW
STOP C-35, BUILDING 2423
FORT BELVOIR, VA 22060-5456

450 PM PM
PM, HYPERVELOCITY LAUNCHER
ATTN: SFAE-SD-HVL
PO BOX 1500
HUNTSVILLE, AL 35807-3801

451 PM, HIGH PM
ENDOATMOSPHERIC DEFENSE INTERC
ATTN: SFAE-SD-HED
PO BOX 1500
HUNTSVILLE, AL 35807-3801

452 PM PM
PM, GROUND BASED RADAR
ATTN: SFAE-SD-GER
PO BOX 1500
HUNTSVILLE, AL 35807-3801

453 PM PM
PM, GROUND BASED LAER
ATTN: SFAE-SD-GEL
BUILDING T-150
WHITE SANDS MISSILE, NM 88002-1198

454 PM PM
PM, GROUND BASED INTERCEPTOR
ATTN: SFAE-SD-GBI
PO BOX 1500
HUNTSVILLE, AL 35807-3801

455 PM, CORPS/ PM
THEATRE ADP SERVICE CENTER
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

456 PM, TACTICAL PM
ARMY CSC COMPUTER SYSTEM
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

457 PM, AUTOMATIC PM
IDENTIFICATION TECHNOLOGY
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

458 PM
- PM, TACTICAL
MANAGEMENT INFORMATION SYSTEM
ATTN: SFAE-SD-TP
BUILDING T-601
FORT BELVOIR, VA 22060-5895

459 PM
- PM, STANDARD
DEPOT SYSTEM - REDESIGNED
ATTN: SFAE-PS-WSS
CHAMBERSBURG, PA 17201-4170

460 PM
- US ARMY COMMAND
PM, INTEGRATED PROCUREMENT SYS
ATTN: SFAE-PS-WSI
5001 EISENHOWER AVE., RM 9N36
ALEXANDRIA, VA 22333-0001

461 PM
- PM, COMPUTER--
AIDED ACQUISITION LOGISTIC SYS
ATTN: SFAE-PS-CAL
FORT MONMOUTH, NJ 07703-5000

462 PM
- PM, UNIT LEVEL
COMPUTER LOGISTICS SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

463 PM
- PM, STANDARD
PROPERTY BOOK SYSTEM-REDESIGN
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

464 PM
- PM, STANDARD
ARMY RETAIL SUPPLY SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

465 PM
- PM, STANDARD ARMY MNTNC SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

466 PM
- PM, STANDARD
ARMY AMMUNITION SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

467 PM
- PM, DEPT OF THE
ARMY MOVEMENTS MGT SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

470 PM
- US DEPT OF THE ARMY
- PM, STANDARD
INSTLTN DIV PERSONNEL SYSTEM
ATTN: SFAE-PS-YS ROOM 806
2461 EISENHOWER AVE HOFFMAN I
ALEXANDRIA, VA 22333-0400

471 PM
PM, PROJECT BOX
US ARMY TOTAL PERSONNEL COMMAND
ATTN: SFAE-PS-YE ROOM 435
2461 EISENHOWER AVE, HOFFMAN 1
ALEXANDRIA, VA 22331-0480

472 PM
PM, HOUSING OPERATIONS MGT SYS
ATTN: SFAE-PS-H
STOP C-21
FORT BELVOIR, VA 22060-5025

473 PM
US CORPS OF ENGINEERS
PM, CORPS OF
ENGINEERS AUTOMATION PLAN
ATTN: SFAE-PS-E
20 MASSACHUSETTS AVENUE, N.W.
WASHINGTON, DC 20314-1000

474 PM
PM, TEAMMATE/TOMCAT/TRACKWOLF
ATTN: SFAE-IEW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

475 PM
PM, TRAILBLAZER
ATTN: SFAE-IEW-IB
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

476 PM
PM, TACTICAL JAMMER
ATTN: SFAE-IEW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

477 PM
PM, SIGNALS WARFARE
ATTN: SFAE-IEW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

479 PM
PM, FORWARD
AREA AIR DEFENSE SENSORS/MASS
TARGET SENSORS
ATTN: SFAE-IEW-RD
FORT MONMOUTH, NJ 07703-5000

480 PM
PM, FIREFINDER
ATTN: SFAE-IEW-RD
FORT MONMOUTH, NJ 07703-5000

481 PM
PM, RADAR
ATTN: SFAE-IEW-RD
FORT MONMOUTH, NJ 07703-5000

482 PM
PM, NIGHT VISION ELECTRO OPTIC
ATTN: SFAE-IEW-NV
FORT BELVOIR, VA 22060-5000

483 PM
PM, JSTARS GROUND MODULE STAT.
ATTN: SFAE-IEW-JS
FORT MONMOUTH, NJ 07703-5000

484 PM
PM, STINGRAY
ATTN: SFAE-IEW-EW
FORT MONMOUTH, NJ 07703-5000

485 PM
PM, GUARDRAIL/COMMON SENSORS
ATTN: SFAE-IEW-EW
FORT MONMOUTH, NJ 07703-5000

486 PM
PM, ELECTRONIC
WARFARE RECONNAISSANCE
SURVEILLANCE & TARGET ACQUIS.
ATTN: SFAE-IEW-EW
FORT MONMOUTH, NJ 07703

487 PM
PM, BRADLEY/TOW SUBSYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

488 PM
PM, TOW WEAPON SYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

489 PM
PM, PERSHING
ATTN: AMCFM-PE
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5690

490 PM
PM, MULTIPLE LAUNCH ROCKET SYS
SENSE & DESTROY ARMOR
ATTN: SFAE-FS-ML
HUNTSVILLE, AL 35898-5000

491 PM
PM, MULTIPLE LAUNCH ROCKET SYS
ATTN: SFAE-FS-ML
REDSTONE ARSENAL, AL 35898-5000

492 PM
PM, HELLFIRE
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5610

493 PM
PM, FOLLOW-ON TO LANCE
ATTN: SFAE-FS-FL
REDSTONE ARSENAL, AL 35898-5797

494 PM
PM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-FS-ATB
BLOCK II
REDSTONE ARSENAL, AL 35898-5650

495 PM
PM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-FS-AT
REDSTONE ARSENAL, AL 35898-5650

496 PM
PM, ADVNCD ANTITANK WEAPON SYS
ATTN: SFAE-FS-AM
REDSTONE ARSENAL, AL 35898-5720

497 PM
PM, SINGLE
CHANNEL OBJECTIVE TACTICAL TER
ATTN: SFAE-CM-SC0
FORT MONMOUTH, NJ 07703-5000

498 PM
PM, SINGLE CHANNEL GROUND &
AIRBORNE RADIO SYSTEMS
ATTN: SFAE-CM-GAR
FORT MONMOUTH, NJ 07703-5000

499 PM
PM, SATELLITE COMMUNICATIONS
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

500 PM
PM, REGENCY NET
ATTN: SFAE-CM-RN
FORT MONMOUTH, NJ 07703-5000

501 PM
PM, ENHANCED POSITION LOCATION
REPORTING SYSTEM
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

502 PM
PM, ARMY DATA DISTRIBUTION SYS
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

503 PM
PM, MULTI-SERVICE COMMUNICATIO
ATTN: SFAE-CM-MSC
FORT MONMOUTH, NJ 07703-5000

504 PM
PM, MOBILE SUBSCRIBER EQPMNT
ATTN: SFAE-CM-MSE
FORT MONMOUTH, NJ 07703-5000

505	PM
PM, GLOBAL POSITIONING SYSTEMS ATTN: SFAC-CM-GPS WORLDWAY COASTAL CENTER, 92930 LOS ANGELES, CA 90009	
506	PM
PM, OPERATIONS TACTICAL DATA ATTN: SFAC-CM-MVR FORT MONMOUTH, NJ 07703-5000	
507	PM
PM, FIELD ARTILLERY TACTICAL DATA SYSTEMS ATTN: SFAC-CC-FS FORT MONMOUTH, NJ 07703-5000	
508	PM
PM, COMMON HARDWARE/SOFTWARE SYSTEMS ATTN: SFAC-CC-CHS FORT MONMOUTH, NJ 07703-5000	
509	PM
PM, COMBAT SERVICE SUPPORT CONTROL SYSTEM ATTN: SFAC-CC-CSS FORT BELVOIR, VA 22060-5375	
510	PM
PM, PORTABLE ASAS/ENSCE WORK ATTN: SFAC-CC-PW 1500 PLANNING RESEARCH DRIVE MC LEAN, VA 22102	
511	PM
PM, FORWARD SENSOR INTEFC CNTRL ATTN: SFAC-CC-FSI 1500 PLANNING RESEARCH DRIVE MC LEAN, VA 22102	
512	PM
ATTN: SFAC-CC-CP PM, COMMUNICATIONS PROCESSING & INTERFACE MODULE 1500 PLANNING RESEARCH DRIVE MC LEAN, VA 22102	
513	PM
PM, HIGH TO MEDIUM AIR DEFENSE COMMAND AND CONTROL ATTN: SFAC-CC-AD REDSTONE ARSENAL, AL 35898-5600	
514	PM
PM, FORWARD AREA AIR DEFENSE COMMAND & CONTROL SYSTEMS ATTN: SFAC-CC-AD REDSTONE ARSENAL, AL 35898-5600	
515	PM
PM, MEDIUM TACTICAL VEHICLES ATTN: SFAC-CS-IVK WARREN, MI 48397-5000	

516

FM

FM, LIGHT TACTICAL VEHICLES
ATTN: SEAF CS-IVL
WARREN, MI 48397-5000

517

FM

FM, HEAVY TACTICAL VEHICLES
ATTN: SEAF CS-IVL
WARREN, MI 48397-5000

518

FM

FM, M113/M60 FAMILY OF VEHICLE
ATTN: AMCPM-M113H
US ARMY TANK-AUTOMOTIVE COMMAND
WARREN, MI 48397-5000

519

FM

FM, M9 ARMORED COMBAT TANK/M9
ATTN: AMCPM-M9
US ARMY TANK-AUTOMOTIVE COMMAND
WARREN, MI 48397-5000

520

FM

FM, BRADLEY FIGHTING VEHICLE
ATTN: SEAF ASM-RV
WARREN, MI 48397-5000

521

FM

FM, SMOKE/DECONTAMINANTS
ATTN: AMCPM-SM
US ARMY CHEMICAL RESEARCH, DVI PM
ABERDEEN PROVING GRO, MD 21010-5401

522

FM

FM, NBC DEFENSE SYSTEMS
ATTN: AMCPM-NR
US ARMY CHEMICAL RESEARCH, DVI PM
ABERDEEN PROVING GRO, MD 21010-5401

523

FM

FM, BINARY MUNITIONS
ATTN: AMCPM-RM
US ARMY CHEMICAL RESEARCH, DVI PM
ABERDEEN PROVING GRO, MD 21010-5401

524

FM

FM, UH-1 AIRCRAFT
ATTN: AMCPM-UH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1298

525

FM

FM, AIR-TO-AIR STINGER
ATTN: SEAF-AV CAS
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1298

526

FM

ATTN: SEAF-AV CAS
FM, TARGET ACQUISITION DESIG
SYSTEM/PILOT NIG HT VISION SYS
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1298

527

PM

PM, SPECIAL OPERAL AIRCRAFT
ATTN: SEAF-AV-SOA
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

528

PM

ATTN: AMCFM-AE

PM, SPECIAL ELECT. MISSION COM
I/L WARFARE AIRCRAFT
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

529

PM

PM, CORRA

ATTN: SEAF-AV-CO
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

530

PM

PM, CH-47 MODERNIZATION PROG.
ATTN: SEAF-AV-CH
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

531

PM

ATTN: AMCFM-LOD

PM, LIGHT OBSERVA. HELICOPTERS
U.S. ARMY AVIATION SYS. COM.
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

532

PM

PM, AIRCFT SURVIVABILITY EQUIP.
ATTN: SEAF-AV-ACW
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

533

PM

ATTN: SEAF-AV-AAH

PM, AIRBORNE TARGET HANDOVER
SYSTEM/AVIONICS INTEGRATION
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

534

PM

ATTN: SEAF-AV-AAH

PM, APACHE AUTOMATIC TEST
EQUIPMENT
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

535

PM

PM, TANK MAIN ARMAMENT SYSTEMS
ATTN: SEAF-AR-TMA
PICATINNY ARSENAL, NJ 07806-5000

536

PM

U.S. ARMY AMC COMMAND

PM, MORTAR SYSTEMS
ATTN: AMCFM-MO
PICATINNY ARSENAL, NJ 07806-5000

537

PM

PM, SENSE AND DESTROY ARMOR
ATTN: SEAF-AR-SD
PICATINNY ARSENAL, NJ 07806-5000

538 PM
-
PM, HOWITZER IMPROVEMENT PROG.
ATTN: SEAE-AR-HIP
PICATINNY ARSENAL, NJ 07806 5000

539 PM
-
PM, AVENGER
ATTN: SEAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

540 PM
-
PM, STINGER
ATTN: SEAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

541 PM
-
PM, PATRIOT/ATM
ATTN: SEAE-AD-PA
REDSTONE ARSENAL, AL 35898-5620

542 PM
-
PM, PATRIOT
ATTN: SEAE-AD-PA
REDSTONE ARSENAL, AL 35898-5620

543 PM
-
PM, NON-LINE-OF-SIGHT
ATTN: SEAE-AD-PM
REDSTONE ARSENAL, AL 35898-5723

544 PM
ATTN: SEAE-AD-LO
-
PM, LINE-OF-SIGHT FORWARD
(HEAVY)
REDSTONE ARSENAL, AL 35898-5722

545 PM
-
PM, JOINT TACT. MISSILE DLI
ATTN: AMCPM-JTMD
REDSTONE ARSENAL, AL 35898-5620

546 PM
U.S. ARMY MISSILE COM
-
PM, HAWK
ATTN: AMCPD-HA
REDSTONE ARSENAL, AL 35898-5660

547 PM
-
PM, FORWARD AREA AIR DEFENSE
SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5726

548 PM
ATTN: AMCPM CF
-
PM, CHAPARRAL/FORWARD AREA
ALERTING RADAR
U.S. ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5640

542 PM
PM, SPECIAL PROJECT OFFICE
ATTN: SFAE-RS-XB
REDSTONE ARSENAL, AL 35898-5000

550 PM
PM, TACIT RAINBOW
ATTN: SFAE-FS-TR
REDSTONE ARSENAL, AL 35898-5000

551 PM
PM, SPECIAL MANAGEMENT OFFICE
ATTN: SFAE-FS-XN
REDSTONE ARSENAL, AL 35898-5000

552 PM
ATTN: SAVRT-TY-DD
PM, SPECIAL PROJECT OFFICE-132
CDR, AVIA. APPL. TECH. DIRECT.
FORT EUSTIS, VA 23604-5577

554 PM
ATTN: SFAE-CC-AD
PM, AIR DEFENSE INTEGRATION &
AUTOMATED COMMAND POST
REDSTONE ARSENAL, AL 35898-5600

555 PM
PM, INSTALLATION SUPPL. MODULES
ATTN: SFAE-FS-1S ST02 C-3
FORT BELVOIR, VA 22060-5899

556 PM
PM, ARMY SPACE PROGRAM OFFICE
ATTN: SFAE-DAMO-FDX
FAIRFAX, VA 22031-4304

557 PM
ATTN: AMCPM-PI-ONE
PM, PERSHING INTERMEDIATE-
RANGE NUCL. FORCES TREAS. COMD
REDSTONE ARSENAL, AL 35898-5690

558 PM
ATTN: SFAE-CM-SC
PM, TACTICAL SATELLITE
COMMUNICATIONS
FORT MONMOUTH, NJ 07703 5000

559 PM
ATTN: SAVRT-TY-DD
(DOWNS)
PM, SPEC. PROJECT OFFICE-A200
CDR, AVIA. APPL. TECH. DIRECT.
FORT EUSTIS, VA 23604-5577

560 PM
ATTN: MT-TC
PM, TRANSP. COORD. AUTOMATED
COMM & CONTROL INFO SYSTEM
MIL. TRAFFIC MGMT. COMMAND
FORT BELVOIR, VA 22060-5898

561 PM
ATTN: SFAE-CC-FS
PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

562 PM
PM, LIGHTWEIGHT TACTICAL FIRE
ATTN: SFAE-CC-FS
FORT MONMOUTH, NJ 07703-5000

563 PM
ATTN: AMCPM-ES
PM, SPEC. ELEC. MISSION
INTELLIGENCE/SURVEIL. AIRCRAFT
U.S. ARMY AVIA SYSTEMS COMMAND
SAINT LOUIS, MO 63120-1798

564 PM
ATTN: SFAE-FS-ML
PM, M270 FAMILY OF MUNITION
COMMAND 7 CONTROL/FIRE
DIRECTION DATA MANAGER (FDDM)
REDSTONE ARSENAL, AL 35898-5000

565 PM
PM, BLOCK III/COMMON CHASSIS
ATTN: SFAE-ASM-BT
WARREN, MI 48397-5000

566 PM
ATTN: SFAE-ASM-FV
PM, FUTURE INFANTRY FIGHTING
VEHICLE
WARREN, MI 48397-5000

567 PM
ATTN: SFAE-ASM-AT
PM, ADVANCED FIELD ARTILLERY
SYSTEM
PICATINNY ARSENAL, NJ 07806-5000

568 PM
PM, LINE-OF-SIGHT ANTITANK
ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35898-5000

569 PM
PM, EXTENDED AIR DEF TEST BED
ATTN: SFAE-SD-EAD
P O BOX 1500
HUNTSVILLE, AL 35807-3001

570 PM
ATTN: SFAE-PS-J
PM, PERSONNEL ELECTRONIC
RECORDS MANAGEMENT SYSTEM
STOP C BLDG 1455 RM 2304
FORT BELVOIR, VA 22060-5095

571 PM
PM, LOW SIGHT IMPROVEMENT PROG
ATTN: SFAE-FS-TST
REDSTONE ARSENAL, AL 35898-5170

581 PM
 FM, AIR-TO-AIR STINGER
 ATTN: SFAE-AV-CAS
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

582 PM
 ATTN: SFAE-AV-CAS
 FM, TARGET ACQUIS. DESIGNATION
 SYSTEM/PILOT NIGHT VISION SYS
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

583 PM
 FM, SPECIAL OPER AIRCRAFT
 ATTN: SFAE-AV-SOA
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

584 PM
 ATTN: AMCFM-AE
 FM, SPEC ELEC MISSION COMM
 I/E WARFARE AIRCRAFT
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

585 PM
 FM, COBRA
 ATTN: SFAE-AV-CO
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

586 PM
 FM, CH-47 MODERNIZATION PROG
 ATTN: SFAE-AV-CH
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

587 PM
 U.S. ARMY AVIA SYS COMMAND
 FM, LIGHT OBSERV HELICOPTERS
 ATTN: AMCFM-LOH
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

588 PM
 FM, AIRCRAFT SURV EQUIPMENT
 ATTN: SFAE-AV-ACW
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

589 PM
 ATTN: SFAE-AV-AAH
 FM, AIRBORNE TARGET HANDOVER
 SYSTEM/AVIONICS INTEGRATION
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

590 PM
 FM, APACHE AUTOM TEST EQUIP
 ATTN: SFAE-AV-AAH
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1798

591 PM
 FM, TANK MAIN ARMAMENT SYS
 ATTN: SFAE-AR-TMA
 PICATINNY ARSENAL, NJ 07806-5000

592 PM
PM, MORTAR SYSTEMS
ATTN: AMCPM-MO
US ARMY AMC COMMAND
PICATINNY ARSENAL, NJ 07806-5000

593 PM
PM, SENSE AND DESTROY ARMOR
ATTN: SFAE-AR-SD
PICATINNY ARSENAL, NJ 07806-5000

594 PM
PM, HOWITZER IMPROVEMENT PROG
ATTN: SFAE-AR-HIP
PICATINNY ARSENAL, NJ 07806-5000

595 PM
PM, AVENGER
ATTN: SFAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

596 PM
PM, STINGER
ATTN: SFAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

597 PM
PM, PATRIOT/ATM
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5620

598 PM
PM, PATRIOT
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5620

599 PM
PM, NON-LINE-OF-SIGHT
ATTN: SFAE-AD-FM
REDSTONE ARSENAL, AL 35898-5793

600 PM
PM, LINE-OF-SIGHT-FORWARD (HY)
ATTN: SFAE-AD-LO
REDSTONE ARSENAL, AL 35898-5792

601 PM
PM, JOINT TACT MISSILE DEFENSE
ATTN: AMCPM-JTMD
U.S. ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5620

602 PM
PM, HAWK
ATTN: AMCPM-HA
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5660

603 PM
ATTN: SFAF-AD-GSI
-
PM, FORWARD AREA AIR DEFENSE
SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5796

604 PM
ATTN: AMCPM-CF
-
PM, CHAPARRAL/FORWARD AREA
ALERTING RADAR
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5640

605 PM
-
PM, SPECIAL PROJECT OFFICE
ATTN: SFAR-RS-XB
REDSTONE ARSENAL, AL 35898-5000

606 PM
-
PM, TACIT RAINBOW
ATTN: SFAE-FS-TR
REDSTONE ARSENAL, AL 35898-5000

607 PM
-
PM, SPECIAL MANAGEMENT OFFICE
ATTN: SFAE-FS-XN
REDSTONE ARSENAL, AL 35898-5000

608 PM
(AVSCOM)
-
COMMANDER
PM, SPECIAL PROJECT OFFICE-132
ATTN: SAVRT-TY-DD (VERITY)
FORT EUSTIS, VA 23604-5577

609 PM
ATTN: MOFI-SDD
-
US AIR FORCE INTEG SUPP AGY
PM, THE ARMY AUTHORIZATION
DOCUMENT SYSTEM - REDESIGN
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

610 PM
-
PM, AIR DEFENSE INTEGRATION &
AUTOMATED COMMAND POST
ATTN: SFAE-CC-AD
REDSTONE ARSENAL, AL 35898-5600

611 PM
-
PM, INSTALLATION SUPP MODULES
ATTN: SFAE-PS-IS
STOP C-3
FORT BELVOIR, VA 22060-5895

612 PM
-
PM, ARMY SPACE PROGRAM OFFICE
ATTN: SFAE-DAMO-FDX
2810 OLD LEE HIGHWAY
FAIRFAX, VA 22031-4304

613 PM
ATTN: AMCPM-PE-INF
-
PM, PERSHING INTERMEDIATE-RGE
NUCLEAR FORCES TREATY COMP
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5690

614 PM

PM, TACTICAL SATELLITE COMMUN
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

615 PM

(AVSCOM)
- COMMANDER
PM, SPECIAL PROJ OFFICE - A200
ATTN: SAVRT-IY-DD (DOWNS)
FORT EUSTIS, VA 23604-5577

616 PM

ATTN: MT-TC
-
PM, TRANSP COORD AUTOMATED COM
& CONTROL INFORMATION SYSTEM
MILITARY TRAF MGMT COMMAND
FORT BELVOIR, VA 22060-5898

617 PM

ATTN: SFAE-CC-FS
-
PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

618 PM

PM, LIGHTWEIGHT TACTICAL FIRE
ATTN: SFAE-CC-FS
FORT MONMOUTH, NJ 07703-5000

619 PM

ATTN: AMCPM-ES
- US ARMY AVIA SYS COM
PM, SPECIAL ELECTRONIC MISSION
INTELL/SURVEILLANCE AIRCRAFT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

620 PM

ATTN: SFAE-FS-ML
-
PM, M270 FAMILY OF MUNITION
COM & CONTROL/FIRE DIRECTION
DATA MANAGER (FDDM)
REDSTONE ARSENAL, AL 35898-5000

621 PM

PM, BLOCK III/COM CHASSIS
ATTN: SFAE-ASM-BT
WARREN, MI 48397-5000

622 PM

PM, FUTURE INFANTRY FTG VEH
ATTN: SFAE-ASM-FV
WARREN, MI 48397-5000

623 PM

PM, ADVAN FIELD ART SYSTEM
ATTN: SFAE-ASM-AF
PICATINNY ARSENAL, NJ 07806-5000

624 PM

PM, LINE-OF-SIGHT ANTITANK
ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35897-3801

625 PM
PM, EXTENDED AIR DEF TEST BED
ATTN: SFAE-SD-EAD
PO BOX 1500
HUNTSVILLE, AL 35807-3801

626 PM
ATTN: SFAE-PS-J
PM, PERSONNEL ELEC RECORDS
MANAGEMENT SYSTEM
STOP C3, BLDG 1465 RM B304
FORT BELVOIR, VA 22060-5895

627 PM
PM, TOW SIGHT IMPROVEMENT PROG
ATTN: SFAE-FS-TSI
REDSTONE ARSENAL, AL 35898-5170

628 PM
ATTN: SFAE-CC-MVR
PM, MANEUVER CONT SYSTEM/
COMMON HARDWARE SOFTWARE SYS
FORT MONMOUTH, NJ 07703-5000

629 PM
PM, FORWARD ENTRY DEVICE
ATTN: SFAE-CC-FIE
FORT MONMOUTH, NJ 07703-5000

630 PM
ATTN: SFAE-CC-CHS
PM, STANDARDIZED INTEGRATED
COMMAND POST SYSTEM
FORT MONMOUTH, NJ 07703-5000

631 PM
PM, COMMON SOFTWARE SYSTEMS
ATTN: SFAE-CC-CHS
FORT MONMOUTH, NJ 07703-5000

632 PM
PM, COMMON HARDWARE SYSTEMS
ATTN: SFAE-CC-CHS
FORT MONMOUTH, NJ 07703-5000

633 PM
ATTN: AMCPM-JA
PM, JOINT ADV SPECIAL
OPERATIONS RADIO SYSTEM
U.S. ARMY COM-ELECT COMMAND
FORT MONMOUTH, NJ 07703-5000

634 PM
PM, T-800-LHT-800 ENGINE PROG
ATTN: SFAE-LH-LHE
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

635 PM
US ARMY ARMAMENT RES
DEV AND ENG CTR
PM, MINES, COUNTERMINE & DEMOL
ATTN: AMCPM-MCD
PICATINNY ARSENAL, NJ 07806-5000

636 PM

PM, LOSAT COMMON CHASSIS
ATTN: SFAE-ASM-LS
ADELPHI, MD 20783-1145

637 PM

PM, SPECIAL PROJECT OFFICE - 1
US ARMY LABORATORY COMMAND
ADELPHI, MD 20783-1145

638 PM

PM, ANTI-SATELLITE
ATTN: SFAE-SD-ASF
PO BOX 1500
HUNTSVILLE, AL 35807-3801

639 PM

ATTN: SFAE-ASM-SS
PM, HEAVY FORCE MODERNIZATION
SURVIVABILITY SYSTEMS
WARREN, MI 48397-5000

640 PM

US ARMY
AVIA SYS COM
PM, FIXED WING AIRCRAFT
ATTN: AMCPM-FW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

641 PM

PM, HELLFIRE MISSILE OPT PROG
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5610

642 PM

PM, TACTICAL COMPUTER TERMINAL
ATTN: SFAE-CC-MVR
FORT MONMOUTH, NJ 07703-5000

643 PM

PM, STRATEGIC TARGET SYSTEM
ATTN: SFAE-SD-STA
PO BOX 1500
HUNTSVILLE, AL 35807-3801

644 PM

ATTN: SFAE-SD-BND
PM, BALLISTIC MISSILE DEFENSE
SPACE PAYLOAD
PO BOX 1500
HUNTSVILLE, AL 35807-3801

645 PM

ATTN: SFAE-SD-GST
PM, GROUND BASED SURVEILLANCE
AND TRACKING SYSTEM
PO BOX 1500
HUNTSVILLE, AL 35807-3801

646 PM

TECH ASSOCIATES INC
PM, U.S. MOBILE LIAISON CELL
ATTN: SFAE-SIS-AW
6101 STEVENSON AVENUE
ALEXANDRIA, VA 22333-0001

647 PM
MILITARY TRAF MGT COM
-
PM, CONUS FREIGHT MGMT SYSTEM
ATTN: MT-CF
5611 COLUMBIA PIKE
FALLS CHURCH, VA 22041-5050

648 PM
US ARMY ARMAMENT RES
- DEV & ENG CTR
PM, AMMUNITION LOGISTICS
ATTN: AMCPM-AL
PICATINNY ARSENAL, NJ 07806-5000

649 PM
-
PM, EUROPEAN AREA TRANSM SYS
ATTN: AMCPM-ASQM-TSR
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

650 PM
-
PM, ARMY INF MGMT ENVIRONMENT
ATTN: AMCPM-ASQM-SWA
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

651 PM
JOINT TACTICAL FUSION
- CAC FIELD OFF
PM, CONTROL AND ANALYSIS
ATTN: SFAE-JT-JCA
BLDG P-210 VINT HILL FARMS STA
WARRENTON, VA 22186-5102

652 PM
-
PM, AIRBORNE SURVEIL TESTBED
ATTN: SFAE-SD-AST
PO BOX 1500
HUNTSVILLE, AL 35807-4190

653 PM
-
PM, AUTOMATED RETAIL LOG SYS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

654 PM
-
PM, ARMY CIVILIAN PERS SYSTEM
ATTN: SFAE-PS-YA
STOP H-20
FORT BELVOIR, VA 22060-5875

655 PM
-
PM, ADV ANTITANK WEAP SYS (HY)
ATTN: SFAE-FS-AMM
REDSTONE ARSENAL, AL 35898-5720

656 PM
-
PM, KINETIC ENERGY MISSILE
ATTN: SFAE-ASM-LC
REDSTONE ARSENAL, AL 35898-5720

657 PM
-
PM, ASAS/ENSCE INTERFACE MOD
ATTN: SFAE-CC-AI
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

658 PM

PM, ALL SOURCE ANALYSIS SYS
ATTN: SFAC-CC-INT
1500 PLANNING RESEARCH DR
MC LEAN, VA 22102

659 PM

PM, AIR DEF CON & CONTROL SYS
ATTN: SFAC-CC-AD
REDSTONE ARSENAL, AL 35898-5600

660 PM

ATTN: AMCFM-CE

PM, COM CONST EQUIPMENT/
SELECTED MATERIALS HAND EQUIP
U.S. ARMY TANK-AUTOMOTIVE COM
WARREN, MI 48397-5000

661 PM

PM, ABRAMS TANK SYSTEM
ATTN: SFAC-ASM-AB
WARREN, MI 48397-5000

662 PM

PM, BLACK HAWK
ATTN: SFAC-AV-BH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

663 PM

PM, ARMY HELICOPTER IMPR PROG
ATTN: SFAC-AV-ASH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

664 PM

PM, AVIATION LIFE SUP EQUIPMT
ATTN: SFAC-AV-LSE
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

665 PM

PM, ADVANCED ATTACK HELICOPTER
ATTN: SFAC-AV-AAH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

666 PM

PM, 9MM PISTOL PROGRAM
ATTN: SFAC-AR-9MM
ROCK ISLAND, IL 61299-5000

667 PM

ATTN: MT-TF

MIL TRAF MGT CO
PM, TRANS OPERATIONAL PERSONAL
PROPERTY STANDARD SYSTEM
FORT BELVOIR, VA 22060-5898

668 PM

PM, UNMANNED AERIAL VEHICLES
ATTN: SFAC-AUV
REDSTONE ARSENAL, AL 35898-5791

669	PM
ATTN: AMCPM-CATS	
PM, COMBINED ARMS TRAINING SYS COMBAT TRAINING CENTER (CATS) 12350 RESEARCH PARKWAY ORLANDO, FL 32826-3276	
670	PM
PM, COMBAT SUP TRAINING SYSTEM ATTN: AMCPM-CSTS 12350 RESEARCH PARKWAY ORLANDO, FL 32826-3276	
671	PM
PM, AIR COMBAT TRAINING PROG ATTN: AMCPM-ACTS 12350 RESEARCH PARKWAY ORLANDO, FL 32826-3276	
672	PM
PM, CLOSE COMBAT TRAINING SYS ATTN: AMCPM-CCTS 12350 RESEARCH PARKWAY ORLANDO, FL 32826-3276	
673	PM
PM, TRAINING DEVICES ATTN: AMCPM-TND 12350 RESEARCH PARKWAY ORLANDO, FL 32826-3276	
674	PM
US ARMY COM-ELEC COM PM, TEST PROGRAM SFTS ATTN: AMCPM-TMDE-T FORT MONMOUTH, NJ 07703-5000	
675	PM
US ARMY COM-ELEC COM PM, TMDE MODERNIZATION ATTN: AMCPM-TMDE-M FORT MONMOUTH, NJ 07703-5000	
676	PM
US ARMY COM-ELEC COM PM, AUTOMATIC TEST SUPPORT SYS ATTN: AMCPM-TMDE-S FORT MONMOUTH, NJ 07703-5000	
677	PM
US ARMY COM-ELEC COM PM, TEST, MEAS, & DIAG EQUIPMT ATTN: AMCPM-TMDE FORT MONMOUTH, NJ 07703-5000	
678	PM
ATTN: AMCPM-NG PM, SAUDI ARABIAN NATIONAL GUARD MODERNIZATION PROGRAM SAUDI ARAB NATIONAL GUARD APO NEW YORK, NY 09038-0000	
679	PM
US ARMY ARM RES, DEV & ENG PM, NUCLEAR MUNITIONS ATTN: AMCPM-NUCS PICATINNY ARSENAL, NJ 07806-5000	

680 FM
US ARMY TANK AUTOMOTIVE COM
FM, LIGHT ARMORED VEHICLES
ATTN: AMCPM-LAV
WARREN, MI 48397-5000

681 FM
US ARMY ARM RES, DEV & ENG
FM, FUZES
ATTN: AMCPM-FZ
PICATINNY ARSENAL, NJ 07806-5000

682 FM
ATTN: AMCPM-ASQM-CA
FM, THEATER AUTO COM INFO
MANAGEMENT SYSTEM
APO
SAN FRANCISCO, CA 96301-0059

683 FM
FM, WESTERN HEMIS TRANS SYS
ATTN: AMCPM-ASQM-TSI
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

684 FM
FM, DEF SAT COM SYS INSTALLA
ATTN: AMCPM-ASQM-TSA
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

685 FM
FM, SPECIAL PROD 7 PROG SUPT
ATTN: AMCPM-ASQM-TSD
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

686 FM
FM, PACIFIC AREA TRANS SYSTEMS
ATTN: AMCPM-ASQM-TSC
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

687 FM
FM, AIR TRAFFIC CONTROL PROD
ATTN: AMCPM-ASQM-TSE
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

688 FM
FM, DEF COM & ARMY TRANS SYS
ATTN: AMCPM-ASQM-TS
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

689 FM
FM, RECORDS COMMUNICATION
ATTN: AMCPM-ASQM-SWR
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

690 FM
FM, JAPAN TELEPHONE UPGRADE
ATTN: AMCPM-ASQM-SWJ
APO
SAN FRANCISCO, CA 96301-0075

691 PM
 PM, JOINT SERV COMPUTER PROG
 ATTN: AMCPM-ASQM-SWM
 BLDG 283 SQUIER HALL
 FORT MONMOUTH, NJ 07703-5000

692 PM
 PM, DEFENSE DATA NETWORKS
 ATTN: AMCPM-ASQM-SWD
 BLDG 283 SQUIER HALL
 FORT MONMOUTH, NJ 07703-5000

693 PM
 PM, CONUS TELEP MODERN PROGRAM
 ATTN: AMCPM-ASQM-SWC
 BLDG 283 SQUIER HALL
 FORT MONMOUTH, NJ 07703-5000

694 PM
 PM, ARMY SMALL COMPUTER PROG
 ATTN: AMCPM-ASQM-SWI
 BLDG 283 SQUIER HALL
 FORT MONMOUTH, NJ 07703-5000

695 PM
 PM, DEF COM & ARMY SWITCH SYS
 ATTN: AMCPM-ASQM-SW
 BLDG 283 SQUIER HALL
 FORT MONMOUTH, NJ 07703-5000

696 PM
 PM, QUICK RESP MULTICOLOR PTR
 ATTN: SFAE-JT-G
 US ARMY ENG TOPOG LABORATORIES
 FORT BELVOIR, VA 22060-5546

697 PM
 PM, COMBAT TERRAIN INFO SYSTEM
 ATTN: SFAE-JT-G
 US ARMY ENG TOPOG LABORATORIES
 FORT BELVOIR, VA 22060-5546

698 PM
 PM, DIGITAL TOPOG SUPPORT SYS
 ATTN: SFAE-JT-G
 US ARMY ENG TOPOG LABORATORIES
 FORT BELVOIR, VA 22060-5546

699 PM
 ATTN: SFAE-JT-JCA
 JT TACT FUSION
 PM, SINGLE SOURCE PROC SIGINT
 VINT HILL FARM STATION
 CAC FIELD OFF BLDG F-210
 WARRENTON, VA 22186-5102

700 PM
 PM, JOINT TACTICAL FUSION
 ATTN: SFAE-JT
 1500 PLANNING RESEARCH DR
 MCLEAN, VA 22102-5099

701 PM
 PM, LIGHT HELICOPTER
 ATTN: SFAE-LH
 4300 GOODFELLOW BLVD
 SAINT LOUIS, MO 63120-1790

702 PM
US ARMY BEL RES DEV &
ENGINEERING CTR
PM, PHYSICAL SECURITY EQUIPMT
ATTN: AMCPM-PSE
FORT BELVOIR, VA 22060-5606

703 PM
US ARMY TRP SUP COM
PM, PETROLEUM & WATER LOGISTIC
ATTN: AMCPM-PWL
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

704 PM
PM, MOBILE ELECTRIC POWER
ATTN: AMCPM-MEF
7500 BACKLICK ROAD
SPRINGFIELD, VA 22150-3107

705 PM
PM, CLOTHING & INDIVIDUAL EQMT
ATTN: AMCPM-CIE
14050 DAWSON BEACH RD
WOODBIDGE, VA 22191

706 PM
US ARMY TRP SUP COMM
PM, AMPHIBIANS & WATERCRAFT
ATTN: AMCPM-AWC
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

707 PM
ATTN: SFAE-SIS-AW
PM, USAEUR TACTICAL ARMY
COMMAND AND CONTROL SYSTEMS
APO NY
NEW YORK, NY 09056-5000

708 PM
PM, STRAT COM & CONTR SOFTWARE
ATTN: SFAE-SIS-AW
1 FEDERAL SYSTEM, PARK DR
FAIRFAX, VA 22033

709 PM
ATTN: SFAE-SIS-AW
PM, ARMY WWMCCS INFO SYSTEM/
COMMAND AND CONTROL SYSTEMS
STOP C-35, BLDG 2423
FORT BELVOIR, VA 22060-5456

710 PM
PM, HYPERVELOCITY LAUNCHER
ATTN: SFAE-SD-HVL
PO BOX 1500
HUNTSVILLE, AL 35807-3801

711 PM
ATTN: SFAE-SD-HED
PM, HIGH ENDOATMOSPHERIC
DEFENSE INTERCEPTOR
PO BOX 1500
HUNTSVILLE, AL 35807-3801

712 PM
PM, GROUND BASED RADAR
ATTN: SFAE-SD-GBR
PO BOX 1500
HUNTSVILLE, AL 35807-3801

713 PM
PM, GROUND BASED LASER
ATTN: SFAE-SD-GEL
BUILDING T-150
WHITE SANDS MISS RGE, NM 88002-1198

714 PM
PM, GROUND BASED INTERCEPTOR
ATTN: SFAE-SD-GBI
PO BOX 1500
HUNTSVILLE, AL 35807-3801

715 PM
PM, CORPS/THEATER ADF SERV CTR
ATTN: SFAE-PS-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

716 PM
PM, TACTICAL ARMY CSC COMP SYS
ATTN: SFAE-PS-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

717 PM
PM, AUTOMATIC IDENTIFICA TECH
ATTN: SFAE-PS-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

718 PM
PM, TACTICAL MGMT INFO SYSTEM
ATTN: SFAE-PS-TP
BUILDING T-601
FORT BELVOIR, VA 22060-5895

719 PM
PM, STAN DEPOT SYS-REDESIGNED
ATTN: SFAE-PS-WSS
CHAMBERSBURG, PA

720 PM
US ARMY MATL COMMAND
PM, INTEGRATED PROCUREMENT SYS
ATTN: SFAE-PS-WSI
5001 EISENHOWER AVE, RM 9N36
ALEXANDRIA, VA 22333-0001

721 PM
PM, COMPUTER-AIDED ACQ LOG SYS
ATTN: SFAE-PS-CAL
FORT MONMOUTH, NJ 07703-5000

722 PM
PM, UNIT LEVEL COMP LOGIS SYS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

723 PM
PM, STD PROP BOOK SYS-REDESIGN
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

724 PM

PM, STANDARD ARMY RET SUP SYS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

725 PM

PM, STANDARD ARMY MAINT SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

726 PM

PM, STANDARD ARMY AMMUN SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

727 PM

ATTN: SFAE-PS-RS
PM, DEPT OF ARMY MOVEMENTS
MANAGEMENT SYSTEM
BUILDING P-10500
FORT LEE, VA 23801-6145

728 PM

US ARMY
ACADEMY OF HEALTH SCIENCES
PM, THR ARMY MED MGMT INFO SYS
ATTN: SFAE-PS-M
8610 N NEW BRAUNFELS STE 200
SAN ANTONIO, TX 78217-6357

729 PM

US DEPT OF THE ARMY
OFF ASST SEC
PM, STAND ARMY AUTO CONTR SYS
ATTN: SFAE-PS-N
SKYLINE B, STE 302 5109 LEES P
FALLS CHURCH, VA 22041-3201

730 PM

US DEPT OF THE ARMY
PM, STAND INSTAL/DIV PERS SYS
ATTN: SFAE-PS-YS
2461 EISENH AVE HOFF I RM 806
ALEXANDRIA, VA 22333-0400

731 PM

US ARMY TOTAL
PERSONNEL COMM
PM, PROJECT 00X
ATTN: SFAE-PS-YE
2461 EISENH AVE HOFFM I RM 435
ALEXANDRIA, VA 22331-0480

732 PM

PM, HOUSING OPER MGMT SYSTEM
ATTN: SFAE-PS-H
STOP C-21
FORT BELVOIR, VA 22060-5895

733 PM

US CORPS OF ENGINEERS
PM, CORPS OF ENG AUTOMA PLAN
ATTN: SFAE-PS-E
20 MASSACHUSETTS AVE NW
WASHINGTON, DC 20314-1000

734 PM

PM, TRAILBLAZER
ATTN: SFAE-IEW-TB
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

735	PM
PM, TEAMMATE/TOMCAT/TRACKWOLF ATTN: SFAE-IEW-SG VINT HILL FARMS STATION WARRENTON, VA 22186-5116	
736	PM
PM, TACTICAL JAMMER ATTN: SFAE-IEW-SG VINT HILL FARMS STATION WARRENTON, VA 22186-5116	
737	PM
PM, SIGNALS WARFARE ATTN: SFAE-IEW-SG VINT HILL FARMS STATION WARRENTON, VA 22186-5116	
738	PM
ATTN: SFAE-IEW-RD PM, SMALL AEROSTAT SURVEILL SYSTEM/GRISLY HUNTER VINT HILL FARMS STATION WARRENTON, VA 22186-5116	
739	PM
ATTN: SFAE-IEW-RD PM, FORWARD AREA AIR DEFENSE SENSORS/MASS TARGET SENSORS FORT MONMOUTH, NJ 07703-5000	
740	PM
PM, FIREFINDER ATTN: SFAE-IEW-RD FORT MONMOUTH, NJ 07703-5000	
741	PM
PM, RADAR ATTN: SFAE-IEW-RD FORT MONMOUTH, NJ 07703-5000	
742	PM
PM, NIGHT VISION ELECTRO OPTIC ATTN: SFAE-IEW-NV FORT BELVOIR, VA 22060-5000	
743	PM
PM, JSTARS GROUND MODULE STA ATTN: SFAE-IEW-JS FORT MONMOUTH, NJ 07703-5000	
744	PM
PM, STINGRAY ATTN: SFAE-IEW-EW FORT MONMOUTH, NJ 07703-5000	
745	PM
PM, GUARDRAIL/COMMON SENSORS ATTN: SFAE-IEW-EW FORT MONMOUTH, NJ 07703-5000	

746 PM
-
PM, ELEC WARFARE/RECONN SURVEI
ATTN: SFAE-IEW-EW
FORT MONMOUTH, NJ 07703-5000

747 PM
-
PM, BRADLEY/TOW SUBSYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

748 PM
-
PM, TOW WEAPON SYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

749 PM
-
US ARMY MISSILE COM
PM, PERSHING
ATTN: AMCPM-PE
REDSTONE ARSENAL, AL 35898-5690

750 PM
-
ATTN: SFAE-FS-ML
PM, MULTIPLE LAUNCH ROCKET
SYS SENSE AND DESTROY ARMOR
REDSTONE ARSENAL, AL 35898-5700

751 PM
-
PM, MULTIPLE LAUNCH ROCKET SYS
ATTN: SFAE-FS-ML
REDSTONE ARSENAL, AL 35898-5700

752 PM
-
PM, HELLFIRE
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5700

753 PM
-
PM, FOLLOW-ON TO LANCE
ATTN: SFAE-FS-FL
REDSTONE ARSENAL, AL 35898-5700

754 PM
-
PM, ARMY TACT MIS SYS-BLOCK II
ATTN: SFAE-FS-ATB
REDSTONE ARSENAL, AL 35898-5700

755 PM
-
PM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-FS-AT
REDSTONE ARSENAL, AL 35898-5700

756 PM
-
PM, ADV ANTITANK WEAPON SYSTEM
ATTN: SFAE-FS-AM
REDSTONE ARSENAL, AL 35898-5700

757 PM

PM, SINGLE CHAN OBJ TACT TERML
ATTN: SFAE-CM-SCD
FORT MONMOUTH, NJ 07703-5000

758 PM

ATTN: SFAE-CM-GAR
PM, SINGLE CHANNEL GROUND
AIRBORNE RADIO SYSTEMS
FORT MONMOUTH, NJ 07703-5000

759 PM

PM, SATELLITE COMMUNICATIONS
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

760 PM

PM, REGENCY NET
ATTN: SFAE-CM-RN
FORT MONMOUTH, NJ 07703-5000

761 PM

PM, ENHANCED POS LOC REPTG SYS
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

762 PM

PM, ARMY DATA DISTRIBUTION SYS
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

763 PM

PM, MULTI-SERV COMMUNIC SYSTEM
ATTN: SFAE-CM-MSC
FORT MONMOUTH, NJ 07703-5000

764 PM

PM, MOBILE SUBSCRIBER EQUIPMT
ATTN: SFAE-CM-MSE
FORT MONMOUTH, NJ 07703-5000

765 PM

PM, GLOBAL POSITIONING SYSTEMS
ATTN: SGAE-CM-GPS
WORLDWAY COAS CTR PO BOX 92960
LOS ANGELES, CA 90009

766 PM

PM, OPER TACTICAL DATA SYSTEMS
ATTN: SFAE-CC-MVR
FORT MONMOUTH, NJ 07703-5000

767 PM

PM, FIELD ARTIL TACT DATA SYS
ATTN: SFAE-CC-FS
FORT MONMOUTH, NJ 07703-5000

768 PM

PM, COM HARDWARE/SOFTWARE SYS
ATTN: SFAE-CC-CHS
FORT MONMOUTH, NJ 07703-5000

769 PM

PM, COMBAT SERV SUP CONTROL SY
ATTN: SFAE-CC-CSS
BUILDING 1908
FORT BELVOIR, VA 22060-5375

770 PM

PM, PORTABLE ASAS/ENSCH WORK
ATTN: SFAE-CC-PW
1500 PLANNING RESEARCH DR
MCLEAN, VA 22102

771 PM

PM, FORWARD SENSOR INTERF CONT
ATTN: SFAE-CC-FSI
MCLEAN, VA 22102

772 PM

PM, COM PROC 7 INTERFACE MODU
ATTN: SFAE-CC-CF
MCLEAN, VA 22102

773 PM

ATTN: SFAE-CC-AD
PM, HIGH TO MEDIUM AIR DEFENSE
COMMAND AND CONTROL
REDSTONE ARSENAL, AL 35898-5600

774 PM

ATTN: SFAE-CC-AD
PM, FORWARD AREA AIR DEFENSE
COMMAND AND CONTROL SYSTEMS
REDSTONE ARSENAL, AL 35898-5600

775 PM

PM, MEDIUM TACTICAL VEHICLES
ATTN: SFAE-CS-IVM
WARREN, MI 48397-5000

776 PM

PM, LIGHT TACTICAL VEHICLES
ATTN: SFAE-CS-IVL
WARREN, MI 48397-5000

777 PM

PM, HEAVY TACTICAL VEHICLES
ATTN: SFAE-CS-IVH
WARREN, MI 48397-5000

778 PM

PM, M113/M60 FAMILY OF VEHICLE
ATTN: AMCFM-M113
WARREN, MI 48397-5000

779 PM
US ARMY TANK-AUTO COM

PM, M9 ARMORED COMBAT EARTHMR
ATTN: AMCPM-M9
WARREN, MI 48397-5000

780 PM

PM, BRADLEY FIGHTING VEH SYS
ATTN: SFAE-ASM-BV
WARREN, MI 48397-5000

781 PM

US ARMY CHEM RESEARCH
DEV & ENG CTR
PM, SMOKE/OBSCURANTS
ATTN: AMCPM-SMK
ABERDEEN PROVING GRO, MD 21010-5401

782 PM

US ARMY CHEM RESEARCH
DEV & ENG COM
PM, NBC DEFENSE SYSTEMS
ATTN: AMCPM-NN
ABERDEEN PROVING GRO, MD 21010-5401

783 PM

US ARMY CHEM RESEARCH
DEV & ENG CTR
PM, BINARY MUNITIONS
ATTN: AMCPM-BM
ABERDEEN PROVING GRO, MD 21010-5401

784 PM

US ARMY
AVIATION SYS CO
PM, UH-1 AIRCRAFT
ATTN: AMCPM-UH
SAINT LOUIS, MO 63120-1798

785 PM

PM, AIR-TO-AIR STINGER
ATTN: SFAE-AV-CAS
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

786 PM

ATTN: SFAE-AV-CAS
PM, TARGET ACQUIS DESIG SYSTEM
PILOT NIGHT VISION SYSTEM
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

787 PM

PM, SPECIAL OPER AIRCRAFT
ATTN: SFAE-AV-SOA
SAINT LOUIS, MO 63120-1798

788 PM

US ARMY AVIA SYS COM
ATTN: AMCPM-AE
PM, SPEC ELEC MISSION COMM
I/E WARFARE AIRCRAFT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

789 PM

PM, COBRA
ATTN: SFAE-AV-CO
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

790 PM

PM, CH-47 MODERNIZATION PROG
ATTN: SFAE-AV-CH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

791 PM
US ARMY AVIA SYS COM

PM, LIGHT OBSERV HELICOPTERS
ATTN: AMCFM-LOH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

792 PM

PM, AIRCRAFT SURVIVAB EQUIPMT
ATTN: SFAE-AV-ACW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

793 PM

PM, AIRCRAFT SURVIV EQUIPMENT
ATTN: SFAE-AV-ACW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

794 PM

PM, APACHE AUTOMATIC TEST EQUI
ATTN: SFAE-AV-AAH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

795 PM

PM, TANK MAIN ARMAMENT SYSTEMS
ATTN: SFAE-AR-TMA
PICATINNY ARSENAL, NJ 07806-5000

796 PM
US ARMY AMC COMMAND

PM, MORTAR SYSTEMS
ATTN: AMCFM-MO
PICATINNY ARSENAL, NJ 07806-5000

797 PM

PM, SENSE AND DESTROY ARMOR
ATTN: SFAE-AR-SD
PICATINNY ARSENAL, NJ 07806-5000

798 PM

PM, HOWITZER IMPROVEMENT PROG
ATTN: SFAE-AR-HIP
PICATINNY ARSENAL, NJ 07806-5000

799 PM

PM, AVENGER
ATTN: SFAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

800 PM

PM, STINGER
ATTN: SFAE-AD-ST
REDSTONE ARSENAL, AL 35898-5630

801 PM
FM, PATRIOT/ATM
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5630

802 PM
FM, PATRIOT
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5630

803 PM
FM, NON-LINE-OF-SIGHT
ATTN: SFAE-AD-FM
REDSTONE ARSENAL, AL 35898-5630

804 PM
FM, LINE-OF-SIGHT-FORWD -HEAVY
ATTN: SFAE-AD-LO
REDSTONE ARSENAL, AL 35898-5630

805 PM
US ARMY MISSILE COM
FM, JOINT TACT MISSILE DEFENSE
ATTN: AMCPM-JTMD
REDSTONE ARSENAL, AL 35898-5630

806 PM
US ARMY MISSILE COM
FM, HAWK
ATTN: AMCPM-HA
REDSTONE ARSENAL, AL 35898-5630

807 PM
ATTN: SFAE-AD-GSI
FM, FORWARD AREA AIR DEFENSE
SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5630

808 PM
ATTN: AMCPM-CF
FM, CHAPARRAL/FORWARD AREA
ALERTING RADAR
REDSTONE ARSENAL, AL 35898-5630

809 PM
FM, SPECIAL PROJECT OFFICE
ATTN: SFAE-RS-XB
REDSTONE ARSENAL, AL 35898-5630

810 PM
FM, TACIT RAINBOW
ATTN: SFAE-FS-TR
REDSTONE ARSENAL, AL 35898-5630

811 PM
FM, SPECIAL MANAGEMENT OFFICE
ATTN: SFAE-FS-XN
REDSTONE ARSENAL, AL 35898-5630

812 PM
AVIA APP TECH DIR
- COMMANDER
PM, SPECIAL PROJECT OFFICE-132
ATTN: SAVRT-TY-DD (VERTITY)
FORT EUSTIS, VA 23604-5577

814 PM
-
PM, INSTALLATION SUPP MODULES
ATTN: SFAE-PS-1S
STOP C-3
FORT BELVOIR, VA 22060-5895

815 PM
-
PM, ARMY SPACE PROGRAM OFFICE
ATTN: SFAE-DAMO-FDX
2810 OLD LEE HIGHWAY
FAIRFAX, VA 22031-4304

816 PM
ATTN: AMCPM-PE-INF
- US ARMY MISSILE COMMAND
PM, PERSHING INTERMEDIATE-
RANGE NUCL FORCES TREATY COMPLI
REDSTONE ARSENAL, AL 35898-5690

817 PM
-
PM, TACTICAL SATELLITE COMMUN
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

818 PM
AVIA APPL TECH DIREC
- COMMANDER
PM, SPECIAL PROJECT OFF - A200
ATTN: SAVRT-TY-DD (DOWNS)
FORT EUSTIS, VA 23604-5577

819 PM
MIL TRAF MGMT COMMAND
- ATTN: MT-TC
PM, TRANSPORTATION COORD AUTO
COMM AND CONTROL INFO SYSTEM
FORT BELVOIR, VA 22060-5898

820 PM
ATTN: SFAE-CC-FS
-
PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

821 PM
-
PM, LIGHTWEIGHT TACTICAL FIRE
ATTN: SFAE-CC-FS
FORT MONMOUTH, NJ 07703-5000

822 PM
US ARMY AVIA SYS COM
- ATTN: AMCPM-ES
PM, SPECIAL ELEC MISSION
INTELLIGENCE/SURVEIL AIRCRAFT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

823 PM
ATTN: SFAE-FS-ML
-
PM, M270 FAM OF MUN COM & CON/
FIRE DIREC DATA MANAGER
REDSTONE ARSENAL, AL 35898-5000

824 PM
PM, BLOCK III/COMMON CHASSIS
ATTN: SFAE-ASM-BT
WARREN, MI 48397-5000

825 PM
PM, FUTURE INFAN FIGHTING VEH
ATTN: SFAE-ASM-FV
WARREN, MI 48397-5000

826 PM
PM, ADVANCED FIELD ARTILL SYS
ATTN: SFAE-ASM-AF
PICATINNY ARSENAL, NJ 07806-5000

827 PM
PM, LINE-OF-SIGHT ANTITANK
ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35898-5000

828 PM
PM, EXTENDED AIR DEF TEST BED
ATTN: SFAE-SD-EAD
PO BOX 1500
HUNTSVILLE, AL 35807-3001

829 PM
PM, PERS ELEC RCDS MGMT SYSTEM
ATTN: SFAE-PS-J
STOP C3 BLDG 1465 ROOM B304
FORT BELVOIR, VA 22060-5095

830 PM
PM, TOW SIGHT IMPROVEMENT PROG
ATTN: SFAE-FS-TSI
REDSTONE ARSENAL, AL 35898-5170

831 PM
STRATEGIC SYSTEMS PROG OFFICE
CRYSTAL MALL #3, RM 1142
WASHINGTON, DC 20376-5002

832 PM
AEGIS PROGRAM OFFICE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #2 RM 7448
WASHINGTON, DC 20362-5101

833 PM
SSN21 PROGRAM OFFICE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #3 RM 7424
WASHINGTON, DC 20362-5101

374 PM
US ARMY COMMUNICATION
ELECTRONICS COMMAND
PM, JOINT ADVANCED SPECIAL
OPERATIONS RADIO SYSTEM
ATTN: AMCPMA-JA
FORT MONMOUTH, NJ 07703-5000

468 PM
ACADEMY OF HEALTH SCIENCES, US ARMY FM THEATER ARMY
MEDICAL MGT INFO SYSTEM
ATTN: SFAE-PS-M, BOX 14
8610 N NEW BRAUNFELS STE 200
SAN ANTONIO, TX 78217-6357

103 PM
A. CDR MAURICE GAUTHIER
OFFICE OF THE ASST SECRETARY
OF THE NAVY (SHIPBLDG & LOGIS)
NAVY DEPARTMENT
WASHINGTON, DC 20360-5000

392 PM
JOINT TACTICAL FUSION
ANALYSIS- FM, CONTROL &
ATTN: SFAE-JT-JCA
CAC FIELD OFFICE, BLDG F-210
VINT HILL FARMS STATION
WARRENTON, VA 22186-5182

469 PM
FM, STANDARD ARMY
ATTN: SFAE-PS-N-AUTOMATED CONTRACTING SYSTEM US DEPARTMENT
OF THE ARMY, OFFICE OF THE
ASST. SEC/SKYLINE BUILDING
5109 LEESBURG PIKE, STE 302
FALLS CHURCH, VA 22041-3201

111 PM
AVSCOM- COMMANDER,
4300 GOODFELLOW BLVD.
SAINT LOUIS, MO 63120

118 PM
AVSCOM- US ARMY
ATTN: AMSAV-PRA
PROCUREMENT & PRODUCTION DIREC
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120

140 PM
COMPANY- RAYTHEON
ATTN: MR. ERIC M. LEVI, VICE
PRES & ASST GEN MGR DEV & ADMN
MISSILE SYS DIV/HARTWELL ROAD
BEDFORD, MA 01730

151 PM
EDNEY, - ATTN: ADM LEON A. USN
VICE CHIEF OF NAVAL OPERATIONS
NAVY DEPARTMENT, OPO9
ROOM 4E644 THE PENTAGON
WASHINGTON, DC 20350-2000

478 PM
HUNTER- GRISLY FM, SMALL
AEROSTAT SURVEILLANCE SYS
ATTN: SFAE-IEW-RD
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

813 PM
US ARMY FORCE
INTEG SUPP AGCY-ATTN: MOCT-SDD
FM, THE ARMY AUTHORIZATION
DOCUMENT SYSTEM - REDESIGN
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

141 PM
OSD/OJSC-
ATTN: ADM DAVID E JEREMIAH
VICE CHAIRMAN/JOINT CHIEFS STAFF
THE PENTAGON
WASHINGTON, DC 20318-0001

73
SIMMONS- LINDA P. PMS
PO BOX 54
FLINNVILLE, TN 37335

107
SULLIVAN- JAMES R. PMS
AFPRO DET 2, BOEING CO.
P. O. BOX 3707
SEATTLE, WA 98124-3707

59
TRAILBLAZER- FM, PMS
PEOTEW (AEPEO IEW)
WARRENTON, VA 22186

553 PMS
ATTN: MOFI-SOD
U.S. ARMY FORCE-INTEG. SUP. AGENCY
PM, THE ARMY AUTHORIZATION
DOCUMENT SYSTEM - REDESIGN
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

858 PROCEN
-
DIRECTORATE OF CONTRACTING
AIR FORCE OFF OF SCIEN RESEARC
ROLLING AFB
WASHINGTON, DC 20332

859 PROCEN
- CDG OFFICER
NAVAL EXPLOSIVE ORDNANCE
DISPOSAL TECHNICAL CENTER
INDIAN HEAD, MD 20640-5070

860 PROCEN
- COMMANDER
NAVAL SURFACE WEAPONS CENTER
DAHLGREN, VA 22448

861 PROCEN
ATTN: DRXNR-K(SB)
- DIRECTOR
US ARMY MATERIALS & MECHANICS
RESEARCH CTR
WATERTOWN, MA 02172-0001

862 PROCEN
- COMMANDER
US ARMY NATICK RESEARCH
DEVELOPMENT & ENGINEERING CTR
Natick, MA 01760-5000

863 PROCEN
-
US ARMY BELVOIR RESEARCH,
DEVELOPMENT & ENGINEERING CTR
FORT BELVOIR, VA 22060-5606

864 PROCEN
-
US ARMY AVIA SYS CON (AVSCOM)
ATTN: AMSAV-V
BLDG 102E 4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1298

865 PROCEN

US ARMY AVIATION RESEARCH AND
TECHNOLOGY ACTIVITY (AR/TA)
NASA/AMES RESEARCH CENTER
MOFFET FIELD, CA 94035-1099

866 PROCEN

COMMANDER
ARMY STRATEGIC DEF COMMAND-
HUNTSVILLE
PO BOX 1500
HUNTSVILLE, AL 35807

867 PROCEN

DEFENSE MAPPING
HYDROGRAPHIC/TOPOGRAPHIC CTR
DIRECTORATE OF ACQUISITION
6500 BROOKES LANE
WASHINGTON, DC 20315-0030

868 PROCEN

DEFENSE MAPPING
AEROSPACE CENTER (AC)
DIRECTORATE OF ACQUISITION
3200 SOUTH SECOND ST
SAINT LOUIS, MO 63118-3399

869 PROCEN

DCASR CLEVELAND
AJC FED OFFICE BUILDING
1240 E NINTH ST ROOM 1841
CLEVELAND, OH 44199-2063

870 PROCEN

DCASR ST. LOUIS
1136 WASHINGTON AVE
SAINT LOUIS, MO 63101-1194

871 PROCEN

DCASR LOS ANGELES
222 N SEPULVEDA BLVD
EL SEGUNDO, CA 90245-4320

872 PROCEN

DCASR ATLANTA
805 WALKER ST
MARIETTA, GA 30060-2789

873 PROCEN

DCASR BOSTON
495 SUMMER ST
BOSTON, MA 02210-2184

874 PROCEN

DCASR NEW YORK
201 VARICK ST
NEW YORK, NY 10014-4811

875 PROCEN

DCASR PHILADELPHIA
2800 S 20TH STREET PO BOX 7470
PHILADELPHIA, PA 19101-7470

876 PROCEN

DCASR DALLAS
1200 MAIN ST
DALLAS, TX 75202-4399

877 PROCEN

DCASR CHICAGO
O'HARE INT'L AIRPORT
PO BOX 66475
CHICAGO, IL 60666-0475

878 PROCEN

DEFENSE TECH INFORMATION CTR
CAMERON STATION
5010 DUKE ST (BUILDING 5)
ALEXANDRIA, VA 22304-6145

879 PROCEN

OFFICE OF SCIENTIFIC RESEARCH
AIR FORCE SYSTEMS COMMAND
BLDG 410 BOLLING AIR FORCE BAS
WASHINGTON, DC 20332-6448

880 PROCEN

ARMAMENT DIVISION (bc)
AIR FORCE SYSTEMS COMMAND
EGLIN AIR FORCE BASE
VALPARISO, FL 32542-5000

881 PROCEN

BALLISTIC MISSILE OFFICE/BC
AIR FORCE SYSTEMS COMMAND
NORTON AIR FORCE BASE
SAN BERNARDINO, CA 92409-6460

882 PROCEN

DIVISION/BCW

KIRTLAND CONTRACTING CENTER
AIR FORCE SYSTEMS COMMAND
KIRTLAND AIR FORCE BASE
ALBUQUERQUE, NM 87117-5023

883 PROCEN

ARNOLD ENGINEERING DEV CENTER
AIR FORCE SYSTEMS COMMAND
Arnold A F B, TN 37389-5000

884 PROCEN

AIR FORCE FLIGHT TEST CTR (BC)
AIR FORCE SYSTEMS COMMAND
EDWARDS A F B, CA 93523-5320

885 PROCEN

ROME AIR DEVELOPMENT CTR (BC)
AIR FORCE SYSTEMS COMMAND
GRIFFISS A F B, NY 13441-5700

886 PROCEN

ARMAMENT DIVISION (BC)
AIR FORCE SYSTEMS COMMAND
Eglin A F B, FL 32542-5000

887 PROCEN
DIRECTORATE

R&D CONTRACTING AERON SYS DIV
AIR FORCE SYSTEMS COMMAND
WRIGHT-PATTERSON AFB, OH 45433-6503

888 PROCEN
SPACE DIVISION (BC)

AIR FORCE SYSTEMS COMMAND
LOS ANGELES AIR FORCE STATION
PO 92960 WORLDWAY POSTAL CTR
LOS ANGELES, CA 90009-2960

889 PROCEN
SYSTEMS DIVISION (BC)

AIR FORCE AERONAUTICAL
SYSTEMS COMMAND
WRIGHT-PATTERSON AFB, OH 45433-6503

890 PROCEN

EASTERN SPACE & MISSILE CTR
AIR FORCE SYSTEMS COMMAND
PATRICK AIR FORCE BASE
COCOA BEACH, FL 32925

891 PROCEN

WESTERN SPACE & MISSILE CTR
AIR FORCE SYSTEMS COMMAND
VANDENBERG A F B, CA 93437-6021

892 PROCEN

ELECTRONIC SYSTEMS DIVISION
AIR FORCE SYSTEMS COMMAND
HANSCOM A F B, MA 01731-5000

893 PROCEN

WRIGHT-PATTERSON CONT CENTER
AIR FORCE LOGISTICS COMMAND
WRIGHT-PATTERSON AFB, OH 45433-5000

894 PROCEN

WARNER ROBINS AIR LOGISTICS CR
AIR FORCE LOGISTICS COMMAND
ROBINS A F B, GA 31098-5990

895 PROCEN

SAN ANTONIO AIR LOGISTICS CTR
AIR FORCE LOGISTICS COMMAND
KELLY A F B, TX 78241-5990

896 PROCEN

SACRAMENTO AIR LOGISTICS CTR
AIR FORCE LOGISTICS COMMAND
MCCELLELLAN A F B, CA 95652-5990

897 PROCEN

OKLAHOMA CITY LOGISTICS CENTER
AIR FORCE LOGISTICS COMMAND
TINKER A F B, OK 73145-5990

898		PROCEN
<p> OGDEN AIR LOGISTICS CENTER AIR FORCE LOGISTICS COMMAND HILL AIR FORCE BASE, UT 84056 </p>		
399		PROCEN
<p> COM GENERAL MARINE CORPS LOGISTICS BASE (CODE 155) ALBANY, GA 31704-5000 </p>		
900		PROCEN
<p> SUPERINTENDENT NAVAL POST GRADUATE SCHOOL SUPPLY OFFICE (CODE 42) MONTEREY, CA 93943-5100 </p>		
901		PROCEN
<p> COMMANDER NAVAL OCEAN SYSTEMS CENTER (CODE 202) SAN DIEGO, CA 92152-5000 </p>		
902		PROCEN
<p> CDG OFFICER NAVAL RESEARCH LABORATORY (CODE 2490) WASHINGTON, DC 20375 </p>		
903		PROCEN
<p> COMMANDER DAVID TAYLOR NAVAL SHIP RESEARCH & DEV CENTER-CODE 003 WASHINGTON, DC 20084 </p>		
904		PROCEN
<p> COMMANDER NAVAL SURFACE WEAPONS CENTER SOS) DAHLGREN, VA 22448 </p>		
905		PROCEN
<p> COMMANDER NAVAL WEAPONS CENTER (CODE 005) CHINA LAKE, CA 93555 </p>		
906		PROCEN
<p> CDG OFFICER NAVAL WEAPONS STATION (CODE 11A) YORKTOWN, VA 23691-5000 </p>		
907		PROCEN
<p> CDG OFFICER NAVAL WEAPONS SUPPORT CTR (C2) Crane, IN 47522-5000 </p>		
908		PROCEN
<p> CDG OFFICER NAVAL AVIONICS CENTER (CODE 009) INDIANAPOLIS, IN 46219-2189 </p>		

909	CDG OFFICER NAVAL AIR STATION (CODE 77-3) SUPPLY DEPARTMENT PATUXENT RIVER, MD 20670-5409	PROCEN
910	CDG OFFICER NAVAL AIR ENGINEERING CENTER (CODE 0) BLDG 122 LAKEHURST, NJ 08733	PROCEN
911	COMMANDER NAVAL AIR DEVELOPMENT CENTER (CODE 094) WARMINSTER, PA 18974-5000	PROCEN
912	CDG OFFICER NAVY AVIATION SUPPLY OFFICE (S8-A) 700 ROEBINS AVENUE PHILADELPHIA, PA 19111	PROCEN
913	CDG OFFICER NAVY SHIPS PARTS CONTROL CTR (CODE 006) PO BOX 2020 MECHANICSBURG, PA 17055	PROCEN
914	COMMANDER NAVAL SUPPLY SYSTEMS COMMAND (SUP-09C) DEPARTMENT OF THE NAVY WASHINGTON, DC 20376	PROCEN
915	CDG OFFICER NAVAL REGIONAL CONTRACTING CENTER (CODE 03) BLDG 200 ROOM 400 WASHINGTON, DC 20374	PROCEN WASH NAVY YARD
916	CDG OFFICER NAVAL REGIONAL CONTRACTING CENTER (S1) US NAVAL BASE BLDG 600 PHILADELPHIA, PA 19112	PROCEN
917	CDG OFFICER NAVAL REGIONAL CONTRACTING CENTER (OB TERMINAL ISLAND LONG BEACH, CA 90822-5095	PROCEN
918	COMMANDER NAVAL AIR SYSTEMS COMMAND (AIR-00E) DEPARTMENT OF THE NAVY WASHINGTON, DC 20361	PROCEN
919	COMMANDER NAVAL FACILITIES ENGINEERING COMMAND (FAC-095) DEPT OF NAVY 200 STOVALL ST ALEXANDRIA, VA 22332-2300	PROCEN

920
... COMMANDER
NAVAL SEA SYSTEMS COMMAND
(SEA-PPK)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20362-5101

... COMMANDER
NAVAL SEA SYSTEMS COMMAND
(SEA-PPK)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20362-5101

PROCEN

921
- COMMANDANT (CODE LS) PROCEN
US MARINE CORPS
HEADQUARTERS
WASHINGTON, DC 20380-0001

US MARINE CORPS
HEADQUARTERS
WASHINGTON, DC 20380-0001

PROCEDURE

922
- COMMANDER
MILITARY SEALIFT COMMAND
(M-01E)
WASH NAVY YARD B-210 RM 402
WASHINGTON, DC 20374

722
-
COMMANDER
MILITARY SEALIFT COMMAND
(M-01B)
WASH NAVY YARD B-210 RM 402
WASHINGTON, DC 20374

PROCEN

923
-
OFFICE OF NAVAL RESEARCH
(CODE 00SB)
DEPARTMENT OF THE NAVY
ARLINGTON, VA 22212

OFFICE OF NAVAL RESEARCH
(CODE 00SB)
DEPARTMENT OF THE NAVY
ARLINGTON, VA 22217

PROCEN

924
-
STRATEGIC SYSTEMS PROGRAM
OFFICE (SP 13501)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20376-5002

STRATEGIC SYSTEMS PROGRAM
OFFICE (SP 13501)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20376-5002

PROCEN

925
- SECY OF ARMY
DEFENSE SUP SERV WASH (DSS-W)
ATTN: CONTRACT OPERATIONS DIV
RM 1C243 THE PENTAGON
WASHINGTON, DC 20310-5220

SECY OF ARMY
DEFENSE SUP SERV WASH (DSS-W)
ATTN: CONTRACT OPERATIONS DIV
RM 1C243 THE PENTAGON
WASHINGTON, DC 20310-5220

PROCEN

926
- COMMANDER
US ARMY MED RESEARCH & DEVE
COMMAND ATTN: SGRD-RMA
FORT DETRICK
FREDERICK, MD 21701

US ARMY MED RESEARCH & DEV
COMMAND ATTN: SGRD-RMA
FORT DETRICK
FREDERICK, MD 21701

PROCEN

927 PROCEN
US ARMY ABERDEEN PROVING GRO
ATTN: STEAP-SB
ABERDEEN PROVING GRO, MD 21005-5001

US ARMY ABERDEEN PROVING GRO
ATTN: STEAP-SB
ABERDEEN PROVING GRO, MD 21005-5001

PROCEN

928
--
US ARMY DUGWAY PROVING GROUNDS
ATTN: STEDF-PR
DUGWAY, UT 84022-5202

US ARMY DUGWAY PROVING GROUNDS
ATTN: STEDP-PR
DUGWAY, UT 84022-5202

PROCEDURE

929
-
US ARMY JEFFERSON PROVING GRO
ATTN: STEJF-LD-F
MADISON, IN 47250-5100

US ARMY JEFFERSON PROVING GRO
ATTN: STEJF-LD-F
MADISON, IN 47250-5100

PROCEN

930 PROCEN
-
US ARMY WHITE SANDS MISS RANGE.
ATTN: STEWS-SA-B
WHITE SANDS MISS RGE, NM 88002-5031

US ARMY WHITE SANDS MISS RANGE
ATIN: STEWS-SA-B
WHITE SANDS MISS RGE, NM 88002-5031

FROM:

931 PROCEN

US ARMY YUMA PROVING GROUND
ATTN: STEYP-PC
YUMA, AZ 85364-7102

932 PROCEN

US ARMY
NATICK RESEARCH, DEV & ENG CTR
ATTN: STRNC-ZSB (NRDEC)
NATICK, MA 01760-5008

933 PROCEN

US ARMY
ATTN: STRBE-U
BELVOIR, RESEARCH, DEV & ENG
CENTER (BRDEC)
FORT BELVOIR, VA 22060-5606

934 PROCEN

MATERIALS TECHNOLOGY
LABORATORY (MTL)
WATERTOWN, MA 02172-0001

935 PROCEN

VULNERABILITY ASSESSMENT
LABORATORY (VAL)
WHITE SANDS MISS RGE, NM 88002-5817

936 PROCEN

US ARMY MISSILE COMMAND (MICOM)
ATTN: AMSMI-SB
REDSTONE ARSENAL, AL 35898-5150

937 PROCEN

ATTN: AMSTA-CB
US ARMY TANK-AUTOMOTIVE
COMMAND (TACOM)
WARREN, MI 48397-5000

938 PROCEN

ARMY RESEARCH OFFICE (ARO)
PO BOX 12211
RESEARCH TRIANGLE PK, NC 27709-2211

939 PROCEN

ATMOSPHERIC SCIENCES
LABORATORY (ASL)
USA WHITE SANDS MISSILE
WHITE SANDS, NM 88002-5031

940 PROCEN

BALLISTIC RESEARCH LABORATORY
ABERDEEN PROVING GRO, MD 21005-5005

941 PROCEN

ELECTRONICS TECHNOLOGY AND
DEVICES LABORATORY (ETDL)
FORT MONMOUTH, NJ 07703-5302

942 PROCEN

HARRY DIAMOND LABORATORIES
ATTN: DELHE-SB
2800 POWDER MILL ROAD
ADELPHI, MD 20783-1197

943 PROCEN

HUMAN ENGINEERING LABORATORY
(HEL)
ABERDEEN PROVING GRO, MD 21005-5001

944 PROCEN

US ARMY LABORATORY COMMAND
ATTN: AMSLC-SB
2800 POWDER MILL ROAD
ADELPHIA, MD 20783-1145

945 PROCEN

(CECOM)
US ARMY COM & ELEC COMMAND
ATTN: ANSEL-SB
FORT MONMOUTH, NJ 07703-5005

946 PROCEN

ROCKY MOUNTAIN ARSENAL
ATTN: SMCRM-ISF
DENVER, CO 80022-2180

947 PROCEN

MCALESTER ARMY AMMUNITION PT
ATTN: SMCMC-PC
MCALESTER, OK 74501-5000

948 PROCEN

COMMANDER
US ARMY AVIATION SYS COMMAND
ATTN: AMSAV-V
BLDG 102E 4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

949 PROCEN

US ARMY AVIATION RESEARCH AND
TECHNOLOGY ACTIVITY (ARTA)
NASA/AMES RESEARCH CENTER
MOFFETT FIELD, CA 94035-1099

950 PROCEN

ATTN: (AMSMC-SB)
US ARMY ARMAMENT, MUNITIONS
AND CHEMICAL COMMAND
ROCK ISLAND, IL 61299-6000

951 PROCEN

ATTN: (AMSMC-SDB(D))
US ARMY ARMAMENT RESEARCH &
DEVELOPMENT CENTER (ARDC)
DOVER, NJ 07801-5001

952 PROCEN

ATTN: AMSMC-SBA(A)
US ARMY CHEMICAL RESEARCH &
DEVELOPMENT CENTER (CRDC)
ABERDEEN PROVING GRO, MD 21010-5423

953 PROCEN
ATTN: SMCWV-SB

BENET WEAPONS LABORATORY
WATERVLIET ARSENAL
WATERVLIET, NY 12189-5000

954 PROCEN

ROCK ISLAND ARSENAL
ATTN: AMSMC-SB
ROCK ISLAND, IL 61299-6000

955 PROCEN

WATERVLIET ARSENAL
ATTN: SMCWV-SB
WATERVLIET, NY 12189-5000

956 PROCEN

PINE BLUFF ARSENAL
ATTN: SMCPS-PD
PINE BLUFF, AR 71602-9500

957 PROCEN

HEADQUARTERS
- COMMANDER
US ARMY MATERIEL COMMAND
(AMC)
5001 EISENHOWER AVENUE
ALEXANDRIA, VA 22333-0001

572 SYSCOMS

- COMMANDER
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 12E10
WASHINGTON, DC 20362-5101

573 SYSCOMS

- COMMANDER
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 1200
WASHINGTON, DC 20362-0001

574 SYSCOMS

- COMMANDER
SPACE AND NAVAL WARFARE
SYSTEMS COMMAND
NATIONAL CENTER #1, RM 9E44
WASHINGTON, DC 20363-5100

575 SYSCOMS

- COMMANDER
NAVAL SUPPLY SYSTEMS COMMAND
CRYSTAL MALL #3, RM 622
WASHINGTON, DC 20376-5000

576 SYSCOMS

- COMMANDER
NAVAL FACILITIES ENG. COMMAND
HOFFMAN BLDG. #2, RM 11N37
ALEXANDRIA, VA 22332-2300

834 SYSCOMS

- COMMANDER
NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #3 RM 12E10
WASHINGTON, DC 20362-5101

835

SYSCONS

COMMANDER
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1 RM 1200
WASHINGTON, DC 20362-0001

836

SYSCONS

COMMANDER
SPACE & NAVAL WARFARE
SYSTEMS COMMAND
NATIONAL CTR #1 RM 9E44
WASHINGTON, DC 20363-5100

837

SYSCONS

COMMANDER
NAVAL SUPPLY SYSTEMS COMMAND
CRYSTAL MALL #3 RM 622
WASHINGTON, DC 20376-5000

838

SYSCONS

COMMANDER
NAVAL FACILITIES ENG COMMAND
200 STOVALL ST
HOFFMAN BLDG. #2 RM 11N37
ALEXANDRIA, VA 22332-2300

APPENDIX THREE

Data Base Information

Survey responses from program executive officers, program managers, and deputy program managers have been entered into a data base using DBASE III PLUS*. The 3.5" floppy disk containing these responses is located at Appendix Four.

The database now contains 212 records vice the original 184 upon which the analysis was performed. This is due to 28 additional responses that arrived after the suspense data and after the report was complete but were entered nonetheless to complete the PEO, PM and DPM replies.

The filename for the survey data base is SKILL.DBF. The form for entering the survey responses into the data base is under the filename SURVEY.FMT. This entry form contains necessary information on how to enter additional survey entries in a manner consistent with those records already entered. To facilitate the entry of subsequent responses, use the SET UP menu and select FORMAT FOR SCREEN. The prompt will lead to the various drive designation associated with your machine. Select B: and then select SURVEY.FMT. From then on, the screen will appear in this special format along with the information needed to enter the information in the correct manner. The next six pages show the six screens used to direct the data entry process:

*The remaining 147 unentered staff responses are on file with Mr John Saunders, Information Resource Management Department, National Defense University, Ft Lesley J. McNair, Washington, D.C. 20319-6000.

ENTRY FORM

Part I

RESPONSE

(3 digit number hand written on each survey reply)

SERVICE:

(Enter 'A ' for Army,
'AF' for Air Force,
'N ' for Navy and
'MC' for Marine Corps)

Organization:

(Abbreviation for the
name of the program, if
included on the response)

POSITION:

(Enter 'PM' or 'DPM' or 'STAFF' as appropriate)

GRADE:

(Enter officer pay grade, e.g., 'O5' or 'O6'; for
civilians enter last digit of series, i.e., 'M' if
GM or 'S' if GS and the two digit grade numeral,
i.e., 13, 14 or 15. For SESS, enter as 'SE4')

SKILL:

(Military skill identifier or Civilian Series Code)

CATEGORY:

(Enter '1' if program funding up to \$1M,
'10' if from \$1M to \$10M, '100' if from \$10M
to \$100M and '101' if over \$100M)

PREVIOUS EXPERIENCE: (Enter a number from '1' to '5' according to the number of different acquisition phases respondent indicates he or she has participated in prior to this current assignment)

CURRENT EXPERIENCE:

(Enter '1' if respondent is currently in Concept Exploration, '2' if in Dem/Val, '3' for Eng and Manufacturing Development, '4' if in Production and Deployment, '5' for Operations and Support, or 'M' for multiple if currently managing more than one program)

Part II

1. Quality of Subordinates Decisions: (Enter 'E', Excellent;
'G', Good;
'F', Fair;
'P', Poor)
2. Quality of Respondents Decisions: (Same as previous question)

3. Primary problem or impediments experienced and/or observed in making acquisition decisions:
(Enter 'TIME' for Not enough time,
'INFO' for Lack of credible information,
'COA' for Lack of innovative approaches/courses of action,
'ACCURATE' for Lack of Confidence in accuracy of decision,
'ACCEPT' for Poor acceptability by superiors,
'CONSENSUS' for Difficult achieving consensus or support,
'OTHER' if none of the above choices is indicated)
4. Rank these phases in problem solving in terms of there relative degree of difficulty. Enter '5' for the Most Difficult phase and so on to '1' for Least Difficult phase.

Problem Definition:
Alternative Generation:
Evaluation of Alternatives:
Selection of Best Alternative:
Implementation of Decision:

5. Indicate beside each acquisition function the amount of improvement in the decision making that each requires.

Engineering: (Enter 'S' for Significant, 'M' for Marginal,
Contracting: 'N' for None)
Program Control:
Logistics:
Administration:

6. Did the respondent indicate that he or she felt that having additional decision making techniques at their would improve the quality of their decisions:

('Y' for Yes, 'N' for No)

7. For those answering Yes in the previous question, how much improvement did they feel would result from introducing and additional decision making techniques:

(Enter 'S' for Significant, 'M' for Marginal,
and 'N' for None)

8. How beneficial did the respondent indicate it would be to have an automated decision support system:
(Enter 'V' for Very Beneficial, 'M' for Moderately, 'S' for Slightly or 'N' for None)
9. Enter a 'W' for Weekly, 'M' for Monthly, 'Q' for Quarterly, 'Y' for Yearly or 'A' for Ad Hoc beside each decision making technique so marked. If the technique was not circled or otherwise marked, leave the space blank.

GENERATION OF ALTERNATIVES

Brainstorming:

Checklist:

Data Base Management System Access:

Free Association:

Nonlogical Stimuli:

Statistics:

EVALUATION AND SELECTION OF ALTERNATIVES

Advantage/Disadvantage: (Enter 'W' if used Weekly,
Cost Benefit Analysis: 'M' if Monthly, 'Q' if
Decision Balance Sheet: Quarterly, 'Y' if Yearly
Decision Matrix: and 'A' if Ad Hoc)
Goalstorming:
Idea Advocate:
Intuition:
Linear Programming:
Panel Consensus:
Reverse Brainstorming:
Simulation:
Weighting:

IMPLEMENTATION OF SOLUTIONS

PERT:

CPM:

OTHER METHODS:

(Abbreviate the name(s) of other techniques listed by the
respondent)